Rensselaer County Correctional Facility
Employee Performance Evaluation Report
(Supervisor)

Part I - Administrative Data

a. Employee Name (Last, First, Middle Initial) Karam, James

b. Social Security Number

c. Date of Hire 08-20-88

d. Shift B-Line

e. Bureau Corrections

f. Title / Rank Sergeant

g. Period Covered for this Evaluation From 01-01-95 To 03-31-95

h. Date of Rank 07-19-93

i. ( ) Probationary Report

TYPE OF REPORT: ( ) ANNUAL ( ) CHANGE OF RATER (X) SPECIAL ( ) RELIEF FOR CAUSE

Part II - Authentication

a. Rater's Name (Last, First, Middle Initial) Smith, Harold

Title / Rank Lieutenant

Social Security Number [redacted]

Duty Assignment Operational Lieutenant

Rater's Signature [signature]

Date 5/20/9?

b. Senior Rater's Name (Last, First, Middle Initial) Walker, Charles

Title / Rank Lieutenant

Social Security Number [redacted]

Duty Assignment Administrative Lieutenant

Senior Rater's Signature [signature]

Date 5-29-95

c. Rated Employee: I understand that my signature does not constitute agreement or disagreement with the evaluation of the Rater and Senior Rater

Employee's Signature: [signature] 3882

Date: 8-17-95

d. Reviewer's Name (Last, First, Middle Initial) Loveridge, Robert R.

Title / Rank Colonel

Social Security Number [redacted]

Duty Assignment Jail Superintendent

Reviewer's Signature [signature]

Date 8-17-95

(✓) **Concur with the Rater and Senior Rater Evaluations**

( ) **Nonconcur with the Rater and Senior Rater Evaluations**

Counseling Dates: | **Initial** | **Follow-up** | **Follow-up** | **Follow-up**

Additional Duties: Bureau Instructor; Bureau Firearm's Instructor

Positions Held During the Rating Period

Position	Length Held / %
Watch Commander	40
Shift Supervisor One	30
Shift Supervisor Two	30

Purpose

This Evaluation contains key job behaviors that have been reported as critical for assessing the contributions and performance of the Corrections Supervisor to the effectiveness and efficiency of the services provided by the Rensselaer County Correctional Facility.

Evaluation Rating Scale

A: Represents "Almost Always" or 95 to 100%
B: Represents "Frequently" or 85 to 94%
C: Represents "Sometimes" or 75 to 84%
D: Represents "Seldom" or 65 to 74%
E: Represents "Almost Never" or 0 to 64%

SPECIFIC BULLET COMMENTS ON "ANTICIPATING INSTITUTIONAL PROBLEMS":

No problem in this Area

AREA OF EMPHASIS 3.0 ACTING AS A MEDIATOR / NEGOTIATOR

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
3.1	THE SUPERVISOR SPEAKS CALMLY TO DEFUSE THE ANGER OF IRATE INMATES OR OFFICERS.	(A)	B	C	D	E
3.2	THE SUPERVISOR IS CAREFUL TO GUARD AGAINST INJURY TO STAFF OR INMATES WHEN DEALING WITH VOLATILE INMATES.	(A)	B	C	D	E
3.3	THE SUPERVISOR LISTENS TO SUBORDINATE COMPLAINTS OR PROBLEMS WITH CO-WORKERS AND SUGGESTS ALTERNATIVES TO RESOLVE THEM.	A	(B)	C	D	E

SPECIFIC BULLET COMMENTS ON "ACTING AS A MEDIATOR / NEGOTIATOR":

Uses good Judgement when Dealing with Violent or Volitile Inmates

AREA OF EMPHASIS 4.0 SUPERVISING IN A FLEXIBLE MANNER

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
4.1	THE SUPERVISOR SUPPORTS THE APPROPRIATE EFFORTS OF HIS/HER SUPERIORS BY REFRAINING FROM CRITICIZING THEM IN THE PRESENCE OF SUBORDINATES OR INMATES.	A	(B)	C	D	E
4.2	THE SUPERVISOR IDENTIFIES OFFICER WORK RELATED DEFICIENCIES AND TAKES ACTION (E.G., TRAINING) TO CORRECT THEM.	A	(B)	C	D	E
4.3	THE SUPERVISOR VISITS THE POD IN ACCORDANCE WITH P & P TO LOOK FOR TENSION, OR SIGNS OF DISREPAIR. POD VISITS ARE LOGGED IN THE POD LOGBOOK BY THE SUPERVISOR.	A	B	(C)	D	E
4.4	THE SUPERVISOR FOLLOWS THROUGH ON PROMISES MADE TO STAFF MEMBERS.	A	(B)	C	D	E
4.5	THE SUPERVISOR USES A VARIETY OF TECHNIQUES (E.G., VERBAL, WRITTEN COMMENDATIONS) TO COMPLIMENT SUBORDINATES FOR EXCEPTIONAL JOB PERFORMANCE.	A	(B)	C	D	E
4.6	THE SUPERVISOR USES CONSTRUCTIVE CRITICISM IN DISCUSSIONS WITH STAFF ABOUT INAPPROPRIATE BEHAVIOR.	(A)	B	C	D	E
4.7	THE SUPERVISOR REFRAINS FROM INTERVENING IN SITUATIONS WHICH SUBORDINATES HAVE UNDER CONTROL AND ARE HANDLING PROPERLY.	A	(B)	C	D	E
4.8	THE SUPERVISOR GIVES SUPPORT TO STAFF WHEN THEY ARE DEALING WITH UNRULY INMATES.	(A)	B	C	D	E
4.9	THE SUPERVISOR REGULARLY REITERATES EXPECTATIONS FOR BEHAVIOR TO OFFICERS.	A	(B)	C	D	E
4.10	THE SUPERVISOR INVESTIGATES REPORTS AND TAKES ACTION IN RESPONSE TO ALL COMPLAINTS ABOUT RACIAL AND SEXUAL HARASSMENT.	A	(B)	C	D	E
4.11	THE SUPERVISOR FOLLOWS AND ENFORCES P & P, RULES AND REGULATIONS OF THE FACILITY.	A	(B)	C	D	E

SPECIFIC BULLET COMMENTS ON "SUPERVISING IN A FLEXIBLE MANNER":
Needs to spend more time Visiting Units and Monitor Climate

AREA OF EMPHASIS 5.0 PERFORMING ADMINISTRATIVE AND ROUTINE SUPERVISORY TASKS

SPECIFIC PERFORMANCE STANDARDS

		SCORE				
		100-95%	94-85%	84-75%	74-65%	64-0%
5.1	WHEN WRITING REPORTS, THE SUPERVISOR CITES THE PERTINENT PROCEDURES , POLICIES, RULES, AND REGULATIONS. CONSTRUCTS THE REPORT IN A CLEAR AND CONCISE MANNER.	(A)	B	C	D	E
5.2	THE SUPERVISOR OBSERVES, ENFORCES, AND FOLLOWS THE CHAIN OF COMMAND.	A	(B)	C	D	E
5.3	THE SUPERVISOR COMMUNICATES IMPORTANT INFORMATION TO THE NEXT SHIFT'S SUPERVISORY STAFF.	A	(B)	C	D	E
5.4	THE SUPERVISOR ACKNOWLEDGES AND INVESTIGATES INMATE, PUBLIC AND DEPARTMENTAL COMPLAINTS ABOUT SUBORDINATES.	(A)	B	C	D	E
5.5	THE SUPERVISOR RELAYS IMPORTANT INFORMATION ABOUT INMATES TO THE OFFICERS THAT SUPERVISE THEM.	(A)	B	C	D	E
5.6	THE SUPERVISOR ENSURES THAT OFFICER'S PAPERWORK / REPORTS CONFORM TO P & P, ARE ACCURATE, COMPLETE, WELL-ORGANIZED AND ARE COMPLETED ON TIME.	(A)	B	C	D	E
5.7	WHEN CONDUCTING PERFORMANCE EVALUATIONS, THE SUPERVISOR THOROUGHLY DOCUMENTS BOTH EFFECTIVE & INEFFECTIVE BEHAVIOR OF OFFICERS.	A	(B)	C	D	E
5.8	THE SUPERVISOR EXAMINES LOG BOOKS FOR ERRORS AND OMISSIONS, AS WELL AS BEING LEGIBLE AND COMPLETE.	A	(B)	C	D	E
5.9	WHEN TOLD OF A DEADLINE, THE SUPERVISOR IS PUNCTUAL IN MEETING IT.	A	(B)	C	D	E
5.10	THE SUPERVISOR EFFECTIVELY USES ROLL-CALL TO PROVIDE IMPORTANT INFORMATION TO OFFICERS CONCERNING FACILITY OPERATION, CHANGES IN P & P, CHANGES IN THE LAW, TRAINING, ETC.	A	(B)	C	D	E
5.11	THE SUPERVISOR SYSTEMATICALLY OBSERVES WORK PERFORMANCE FOR THE PURPOSE OF EVALUATING SUBORDINATE EFFECTIVENESS.	A	(B)	C	D	E
5.12	THE SUPERVISOR MAINTAINS CONFIDENTIALITY ABOUT STAFF AND PERSONNEL PROBLEMS.	A	(B)	C	D	E
5.13	THE SUPERVISOR CONDUCTS DAILY INSPECTIONS OF HIS / HER AREAS OF RESPONSIBILITY.	A	(B)	C	D	E
5.14	THE SUPERVISOR PERFORMS HIS/HER ADDITIONAL DUTY IN A PROFESSIONAL MANNER, MEETING ALL DEADLINES.	(A)	B	C	D	E
5.15	THE SUPERVISOR ENSURES ALL APPROPRIATE FORMS / REPORTS ARE FORWARDED TO HIGHER AS NECESSARY.	(A)	B	C	D	E
5.16	THE SUPERVISOR ENSURES THAT ALL INCIDENTS, STAFF INJURIES, AND REPORTABLE INCIDENTS ARE IMMEDIATELY DOCUMENTED AND THE APPROPRIATE COMMAND PERSONNEL ARE NOTIFIED.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "PERFORMING ADMINISTRATIVE AND ROUTINE SUPERVISORY TASKS":

Good in this Area

AREA OF EMPHASIS 6.0 SUPERVISION AND CARE OF INMATES

SPECIFIC PERFORMANCE STANDARD

		SCORE				
		100-95%	94-85%	84-75%	74-65%	64-0%
6.1	THE SUPERVISOR FOLLOWS THROUGH ON PROMISES TO THE INMATES.	A	(B)	C	D	E
6.2	THE SUPERVISOR TREATS ALL INMATES WITH EQUITY AND CONSISTENCY.	A	(B)	C	D	E
6.3	THE SUPERVISOR USES RESPECTFUL LANGUAGE WHEN CONVERSING WITH OFFICERS AND INMATES.	A	(B)	C	D	E
6.4	THE SUPERVISOR, WHEN APPROPRIATE, COUNSELS INMATES IN PRIVATE.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON " SUPERVISION AND CARE OF INMATES":

Counsels well

AREA OF EMPHASIS 7.0 PRESENTING AND MAINTAINING A PROFESSIONAL APPEARANCE & ATTENDANCE

SPECIFIC PERFORMANCE STANDARD

		SCORE				
		100-95%	94-85%	84-75%	74-65%	64-0%
7.1	THE SUPERVISOR, WHEN IN A DUTY STATUS OR OUT IN PUBLIC IN UNIFORM, REMAINS IN COMPLETE UNIFORM.	A	(B)	C	D	E
7.2	THE SUPERVISOR'S UNIFORM & APPEARANCE IS ALWAYS CLEAN, COMPLETE, & SETS THE EXAMPLE FOR THOSE AROUND HIM / HER.	A	(B)	C	D	E
7.3	THE SUPERVISOR IS RESPECTFUL OF SENIOR COMMAND PERSONNEL AND RENDERS APPROPRIATE COURTESIES.	A	(B)	C	D	E
7.4	THE SUPERVISOR IS ON TIME FOR DUTY ASSIGNMENTS.	A	(B)	C	D	E
7.5	THE SUPERVISOR IS PRESENT FOR SCHEDULED SHIFT WORK, UNLESS ON VACATION, OR OTHER LEAVES OTHER THAN SICK LEAVE.	A	(B)	C	D	E

SPECIFIC BULLET COMMENTS ON "PERSONAL APPEARANCE AND ATTENDANCE":

No problems in this Area

PERFORMANCE DEVELOPMENT

IN THIS SECTION, LIST THOSE BEHAVIORS (BE SPECIFIC BY NUMBER AND ITEM) FOR WHICH THE EMPLOYEE WAS EVALUATED AS PERFORMING 84% OR LESS OF THE TIME (BEHAVIORS FOR WHICH THE EMPLOYEE RECEIVED A RATING OF C, D, OR E.)

4.3

FUTURE PERFORMANCE OBJECTIVES

IN THIS SECTION, LIST SPECIFIC OBJECTIVES TO IMPROVE THE BEHAVIORS LISTED ABOVE DURING THE NEXT RATING PERIOD:

Could spend more Time walking talking and Listening

GENERAL COMMENTS

IN THIS SECTION, LIST ANY PERTINENT FACTS THAT SHOULD BE KNOWN ABOUT THE EMPLOYEE, OR HIS / HER DEVELOPMENT. LIST ANY SPECIAL SKILLS, TALENTS, OR TRAINING. LIST ANY INCIDENTS NOT COVERED ON THIS FORM OF OUTSTANDING PERFORMANCE, OR ANY CRITICAL INCIDENTS THAT MERIT SPECIAL ATTENTION:

Sgt Karam Has worked very Hard and with great Dlttg enthusiasm To Create a Firearm Training program For the Correction Division.

Sgt KARAM is also A Grievance Coordinator & Hearing officer and Does a very good Job in Both Areas

REVIEW OF PERFORMANCE IMPROVEMENTS

PLEASE LIST ALL BEHAVIORS FROM THE LAST PERFORMANCE EVALUATION SESSION THAT WERE DESIGNATED AS AREAS FOR IMPROVEMENT. PROVIDE SPECIFIC INFORMATION ABOUT THE STEPS TAKEN AND PROGRESS MADE FOR IMPROVEMENT:

RATER'S EVALUATION
FOR
PROMOTION AND / OR SERVICE IN POSITIONS OF GREATER RESPONSIBILITY

- ☐ AMONG THE BEST
- ☐ FULLY CAPABLE
- ☐ MARGINAL

LIST THREE POSITIONS IN WHICH THE OFFICER COULD BEST SERVE THIS DEPARTMENT AT HIS / HER CURRENT OR NEXT HIGHER RANK:

1. ____
2. ____
3. ____

SENIOR RATER EVALUATION

NARRATIVE / BULLET COMMENTS:

IS QUITE ATTENTIVE TO NECESSARY ACTIONS AND DECISIONS. ANTICIPATES PROBLEMS AND SHARES RESULTS WITH FELLOW SUPERVISORS. USES PROPER I.P.C. SKILLS WHEN ATTEMPTING TO MEDIATE ISSUES. ATTEMPTS TO BE SUPPORTIVE TO STAFF. SOME PROBING WAS NECESSARY TO SUPPLY A PHYSICAL PRESENCE. ANY TIMELINES/ROUTINE NOTICES ARE MET PROMPTLY. IS CONSISTENT WITH INMATES, ALWAYS PRESENTS A NEAT PROFESSIONAL APPEARANCE 11 SICK DAYS

OVERALL PERFORMANCE

- ☐ 1 SUCCESSFUL
- ☒ 2 SUCCESSFUL
- ☐ 3 SUCCESSFUL
- ☐ 4 FAIR
- ☐ 5 POOR

OVERALL POTENTIAL FOR PROMOTION AND/OR SERVICE IN POSITIONS OF GREATER RESPONSIBILITY

- ☐ 1 SUPERIOR
- ☒ 2 SUPERIOR
- ☐ 3 SUPERIOR
- ☐ 4 FAIR
- ☐ 5 POOR

Rensselaer County Correctional Facility
Employee Performance Evaluation Report
(Supervisor)

Part I - Administrative Data

a. Employee Name (Last, First, Middle Initial): KARAM James | b. Social Security Number | c. Date of Hire: 8/20/88 | d. Shift: B

e. Bureau: Correction | f. Title / Rank: Sergeant | g. Period Covered for this Evaluation — From: 04-01-96 — To: 09-30-96

h. Date of Rank: 7-19-93 | i. ( ) Probationary Report

TYPE OF REPORT: (X) ANNUAL ( ) CHANGE OF RATER ( ) SPECIAL ( ) RELIEF FOR CAUSE

Part II - Authentication

a. Rater's Name (Last, First, Middle Initial): Smith, Nal | Social Security Number: [redacted] | Rater's Signature: [signature]

Title / Rank: Lieutenant | Duty Assignment: Operations | Date: 11-11-96

b. Senior Rater's Name (Last, First, Middle Initial): WALKER, CHARLES W. JR. | Social Security Number: [redacted] | Senior Rater's Signature: [signature]

Title / Rank: LIEUTENANT | Duty Assignment: ADMINISTRATIVE / SERVICES | Date: 11-13-96

c. Rated Employee: I understand that my signature does not constitute agreement or disagreement with the evaluation of the Rater and Senior Rater | Employee's Signature: [signature] | Date: 11/12/96

d. Reviewer's Name (Last, First, Middle Initial): Loveridge, Robert R. | Social Security Number: [redacted] | Reviewer's Signature: [signature]

Title / Rank: Colonel | Duty Assignment: Superintendent | Date: 11/27/96

(✓) Concur with the Rater and Senior Rater Evaluations
( ) Nonconcur with the Rater and Senior Rater Evaluations

Counseling Dates: | Initial | Follow-up | Follow-up | Follow-up

Additional Duties: Assistant Quartermaster, Firearms Instructor, General Topics Instructor, Grievance Coordinator, Hearing

Positions Held During the Rating Period

Position	Length Held / %
Watch Commander	30%
Shift Supervisor One	70% (combined with Shift Supervisor Two)
Shift Supervisor Two	

Purpose

This Evaluation contains key job behaviors that have been reported as critical for assessing the contributions and performance of the Corrections Supervisor to the effectiveness and efficiency of the services provided by the Rensselaer County Correctional Facility.

Evaluation Rating Scale

A: Represents "Almost Always" or 95 to 100%
B: Represents "Frequently" or 85 to 94%
C: Represents "Sometimes" or 75 to 84%
D: Represents "Seldom" or 65 to 74%
E: Represents "Almost Never" or 0 to 64%

AREA OF EMPHASIS 1.0 ACTING AS A LEADER / DECISION MAKER

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
1.1	THE SUPERVISOR ENSURES THAT ALL CRITICAL POSTS ARE COVERED DURING AN EMERGENCY.	(A)	B	C	D	E
1.2	THE SUPERVISOR SETS AN EXAMPLE FOR SUBORDINATES BY COMING TO WORK ON TIME, MEETING DEADLINES, AND NOT ABUSING BREAKS.	(A)	B	C	D	E
1.3	THE SUPERVISOR MAINTAINS A PROFESSIONAL APPEARANCE AND ATTITUDE AT ALL TIMES.	(A)	B	C	D	E
1.4	IN AN EMERGENCY, THE SUPERVISOR TAKES ACTION TO ADDRESS THE EMERGENCY, ADVISES HIS/HER SUPERIOR, PROTECTS EVIDENCE, STAYS CALM, AND FOLLOWS APPROPRIATE RULES.	(A)	B	C	D	E
1.5	THE SUPERVISOR DIRECTS THE USE OF FORCE ONLY WHEN A INMATE DISTURBANCE WARRANTS IT.	(A)	B	C	D	E
1.6	THE SUPERVISOR FORMALLY DISCIPLINES STAFF MEMBERS ONLY IN PRIVATE.	(A)	B	C	D	E
1.7	THE SUPERVISOR, WHEN APPROPRIATE, ISSUES VERBAL WARNINGS AND EXPLAINS ACCEPTABLE BEHAVIOR BEFORE WRITING UP STAFF MEMBERS FOR UNACCEPTABLE BEHAVIOR.	(A)	B	C	D	E
1.8	THE SUPERVISOR ENFORCE RULES, REGULATIONS & PROCEDURES WITHOUT FAVORITISM.	(A)	B	C	D	E
1.9	THE SUPERVISOR DOES NOT IGNORE STAFF MEMBER'S BEHAVIOR WHICH VIOLATES THE RULES.	A	(B)	C	D	E
1.10	THE SUPERVISOR, WHEN ISSUING ORDERS AND MAKING REQUESTS, ENSURES THAT THE INSTRUCTIONS ARE CLEAR, SPECIFIC AND UNDERSTOOD.	A	(B)	C	D	E
1.11	THE SUPERVISOR TAKES RESPONSIBILITY FOR HIS/HER DECISIONS AS WELL AS THOSE OF THEIR SUBORDINATES.	(A)	B	C	D	E
1.12	THE SUPERVISOR RECOGNIZES SITUATIONS WHERE DIRECT ORDERS ARE MORE APPROPRIATE THAN GROUP DECISION MAKING.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "ACTING A S A LEADER / DECISION MAKER":

Sgt. Karam is a good leader who is not Afraid to make the Tough Decisions.

AREA OF EMPHASIS 2.0 ANTICIPATING INSTITUTIONAL PROBLEMS

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
2.1	THE SUPERVISOR INSPECTS AREAS OF THE FACILITY FOR SAFETY AND SECURITY IN ACCORDANCE WITH P & P COMMENSURATE TO THEIR RANK AND TITLE.	A	(B)	C	D	E
2.2	THE SUPERVISOR ANTICIPATES SCHEDULING PROBLEMS AND ACTS TO SOLVE THEM.	(A)	B	C	D	E
2.3	THE SUPERVISOR CONDUCTS / PARTICIPATES IN ROLL-CALL IN AN ACTIVE, PARTICIPATIVE MANNER.	(A)	B	C	D	E
2.4	THE SUPERVISOR BRIEFS STAFF IN ADVANCE ON THE HANDLING OF POTENTIALLY DIFFICULT INCIDENTS OR INMATES.	(A)	B	C	D	E
2.5	THE SUPERVISOR ENSURES HE/SHE CAN BE EASILY REACHED AT ANY TIME DURING THEIR SHIFT.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "ANTICIPATING INSTITUTIONAL PROBLEMS":

Sgt. Karam Anticipates problems well and is always looking for ways to resolve them.

AREA OF EMPHASIS 3.0 ACTING AS A MEDIATOR / NEGOTIATOR

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
3.1	THE SUPERVISOR SPEAKS CALMLY TO DEFUSE THE ANGER OF IRATE INMATES OR OFFICERS.	(A)	B	C	D	E
3.2	THE SUPERVISOR IS CAREFUL TO GUARD AGAINST INJURY TO STAFF OR INMATES WHEN DEALING WITH VOLATILE INMATES.	(A)	B	C	D	E
3.3	THE SUPERVISOR LISTENS TO SUBORDINATE COMPLAINTS OR PROBLEMS WITH CO-WORKERS AND SUGGESTS ALTERNATIVES TO RESOLVE THEM.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "ACTING AS A MEDIATOR / NEGOTIATOR":

Sgt. Karam possess very good communication skills

AREA OF EMPHASIS 4.0 SUPERVISING IN A FLEXIBLE MANNER

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
4.1	THE SUPERVISOR SUPPORTS THE APPROPRIATE EFFORTS OF HIS/HER SUPERIORS BY REFRAINING FROM CRITICIZING THEM IN THE PRESENCE OF SUBORDINATES OR INMATES.	A	(B)	C	D	E
4.2	THE SUPERVISOR IDENTIFIES OFFICER WORK RELATED DEFICIENCIES AND TAKES ACTION (E.G., TRAINING) TO CORRECT THEM.	(A)	B	C	D	E
4.3	THE SUPERVISOR VISITS THE POD IN ACCORDANCE WITH P & P TO LOOK FOR TENSION, OR SIGNS OF DISREPAIR. POD VISITS ARE LOGGED IN THE POD LOGBOOK BY THE SUPERVISOR.	A	(B)	C	D	E
4.4	THE SUPERVISOR FOLLOWS THROUGH ON PROMISES MADE TO STAFF MEMBERS.	(A)	B	C	D	E
4.5	THE SUPERVISOR USES A VARIETY OF TECHNIQUES (E.G., VERBAL, WRITTEN COMMENDATIONS) TO COMPLIMENT SUBORDINATES FOR EXCEPTIONAL JOB PERFORMANCE.	(A)	B	C	D	E
4.6	THE SUPERVISOR USES CONSTRUCTIVE CRITICISM IN DISCUSSIONS WITH STAFF ABOUT INAPPROPRIATE BEHAVIOR.	(A)	B	C	D	E
4.7	THE SUPERVISOR REFRAINS FROM INTERVENING IN SITUATIONS WHICH SUBORDINATES HAVE UNDER CONTROL AND ARE HANDLING PROPERLY.	A	(B)	C	D	E
4.8	THE SUPERVISOR GIVES SUPPORT TO STAFF WHEN THEY ARE DEALING WITH UNRULY INMATES.	(A)	B	C	D	E
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4.10	THE SUPERVISOR INVESTIGATES REPORTS AND TAKES ACTION IN RESPONSE TO ALL COMPLAINTS ABOUT RACIAL AND SEXUAL HARASSMENT.	(A)	B	C	D	E
4.11	THE SUPERVISOR FOLLOWS AND ENFORCES P & P, RULES AND REGULATIONS OF THE FACILITY.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "SUPERVISING IN A FLEXIBLE MANNER":
Sgt KARAM Has Improved Greatly in this Area.

AREA OF EMPHASIS 5.0 PERFORMING ADMINISTRATIVE AND ROUTINE SUPERVISORY TASKS

SPECIFIC PERFORMANCE STANDARDS

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
5.1	WHEN WRITING REPORTS, THE SUPERVISOR CITES THE PERTINENT PROCEDURES, POLICIES, RULES, AND REGULATIONS. CONSTRUCTS THE REPORT IN A CLEAR AND CONCISE MANNER.	(A)	B	C	D	E
5.2	THE SUPERVISOR OBSERVES, ENFORCES, AND FOLLOWS THE CHAIN OF COMMAND.	A	(B)	C	D	E
5.3	THE SUPERVISOR COMMUNICATES IMPORTANT INFORMATION TO THE NEXT SHIFT'S SUPERVISORY STAFF.	(A)	B	C	D	E
5.4	THE SUPERVISOR ACKNOWLEDGES AND INVESTIGATES INMATE, PUBLIC AND DEPARTMENTAL COMPLAINTS ABOUT SUBORDINATES.	(A)	B	C	D	E
5.5	THE SUPERVISOR RELAYS IMPORTANT INFORMATION ABOUT INMATES TO THE OFFICERS THAT SUPERVISE THEM.	(A)	B	C	D	E
5.6	THE SUPERVISOR ENSURES THAT OFFICER'S PAPERWORK / REPORTS CONFORM TO P & P, ARE ACCURATE, COMPLETE, WELL-ORGANIZED AND ARE COMPLETED ON TIME.	(A)	B	C	D	E
5.7	WHEN CONDUCTING PERFORMANCE EVALUATIONS, THE SUPERVISOR THOROUGHLY DOCUMENTS BOTH EFFECTIVE & INEFFECTIVE BEHAVIOR OF OFFICERS.	(A)	B	C	D	E
5.8	THE SUPERVISOR EXAMINES LOG BOOKS FOR ERRORS AND OMISSIONS, AS WELL AS BEING LEGIBLE AND COMPLETE.	A	(B)	C	D	E
5.9	WHEN TOLD OF A DEADLINE, THE SUPERVISOR IS PUNCTUAL IN MEETING IT.	A	(B)	C	D	E
5.10	THE SUPERVISOR EFFECTIVELY USES ROLL-CALL TO PROVIDE IMPORTANT INFORMATION TO OFFICERS CONCERNING FACILITY OPERATION, CHANGES IN P & P, CHANGES IN THE LAW, TRAINING, ETC.	(A)	B	C	D	E
5.11	THE SUPERVISOR SYSTEMATICALLY OBSERVES WORK PERFORMANCE FOR THE PURPOSE OF EVALUATING SUBORDINATE EFFECTIVENESS.	A	(B)	C	D	E
5.12	THE SUPERVISOR MAINTAINS CONFIDENTIALITY ABOUT STAFF AND PERSONNEL PROBLEMS.	A	(B)	C	D	E
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5.14	THE SUPERVISOR PERFORMS HIS/HER ADDITIONAL DUTY IN A PROFESSIONAL MANNER, MEETING ALL DEADLINES.	(A)	B	C	D	E
5.15	THE SUPERVISOR ENSURES ALL APPROPRIATE FORMS / REPORTS ARE FORWARDED TO HIGHER AS NECESSARY.	(A)	B	C	D	E
5.16	THE SUPERVISOR ENSURES THAT ALL INCIDENTS, STAFF INJURIES, AND REPORTABLE INCIDENTS ARE IMMEDIATELY DOCUMENTED AND THE APPROPRIATE COMMAND PERSONNEL ARE NOTIFIED.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "PERFORMING ADMINISTRATIVE AND ROUTINE SUPERVISORY TASKS":

Sgt. KARAM is very Administrative oriented. He Does Administrative TASKS well

AREA OF EMPHASIS 6.0 SUPERVISION AND CARE OF INMATES

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
6.1	THE SUPERVISOR FOLLOWS THROUGH ON PROMISES TO THE INMATES.	(A)	B	C	D	E
6.2	THE SUPERVISOR TREATS ALL INMATES WITH EQUITY AND CONSISTENCY.	(A)	B	C	D	E
6.3	THE SUPERVISOR USES RESPECTFUL LANGUAGE WHEN CONVERSING WITH OFFICERS AND INMATES.	(A)	B	C	D	E
6.4	THE SUPERVISOR, WHEN APPROPRIATE, COUNSELS INMATES IN PRIVATE.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON " SUPERVISION AND CARE OF INMATES":

Sets a good example for All in this Area.

AREA OF EMPHASIS 7.0 PRESENTING AND MAINTAINING A PROFESSIONAL APPEARANCE & ATTENDANCE

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
7.1	THE SUPERVISOR, WHEN IN A DUTY STATUS OR OUT IN PUBLIC IN UNIFORM, REMAINS IN COMPLETE UNIFORM.	(A)	B	C	D	E
7.2	THE SUPERVISOR'S UNIFORM & APPEARANCE IS ALWAYS CLEAN, COMPLETE, & SETS THE EXAMPLE FOR THOSE AROUND HIM / HER.	(A)	B	C	D	E
7.3	THE SUPERVISOR IS RESPECTFUL OF SENIOR COMMAND PERSONNEL AND RENDERS APPROPRIATE COURTESIES.	(A)	B	C	D	E
7.4	THE SUPERVISOR IS ON TIME FOR DUTY ASSIGNMENTS.	A	(B)	C	D	E
7.5	THE SUPERVISOR IS PRESENT FOR SCHEDULED SHIFT WORK, UNLESS ON VACATION, OR OTHER LEAVES OTHER THAN SICK LEAVE.	A	B	C	(D)	E

SPECIFIC BULLET COMMENTS ON "PERSONAL APPEARANCE AND ATTENDANCE":

Sgt. Karam is Always in a Clean, neat and proper uniform

Sgt. KARAM has used 5 Sick Days 5 were patterned abuses

PERFORMANCE DEVELOPMENT

IN THIS SECTION, LIST THOSE BEHAVIORS (BE SPECIFIC BY NUMBER AND ITEM) FOR WHICH THE EMPLOYEE WAS EVALUATED AS PERFORMING 84% OR LESS OF THE TIME (BEHAVIORS FOR WHICH THE EMPLOYEE RECEIVED A RATING OF C, D, OR E.)

7.5 Sick Time Useage

FUTURE PERFORMANCE OBJECTIVES

IN THIS SECTION, LIST SPECIFIC OBJECTIVES TO IMPROVE THE BEHAVIORS LISTED ABOVE DURING THE NEXT RATING PERIOD:

7.5. Sgt. Korum needs to Improve his useage of Sick Leave

GENERAL COMMENTS

IN THIS SECTION, LIST ANY PERTINENT FACTS THAT SHOULD BE KNOWN ABOUT THE EMPLOYEE, OR HIS / HER DEVELOPMENT. LIST ANY SPECIAL SKILLS, TALENTS, OR TRAINING. LIST ANY INCIDENTS NOT COVERED ON THIS FORM OF OUTSTANDING PERFORMANCE, OR ANY CRITICAL INCIDENTS THAT MERIT SPECIAL ATTENTION:

Sgt. Karam has progressed into an excelent Supervisor He has numerous additional duties and does all of them well. He is an exceptional [illegible] Instructor

REVIEW OF PERFORMANCE IMPROVEMENTS

PLEASE LIST ALL BEHAVIORS FROM THE LAST PERFORMANCE EVALUATION SESSION THAT WERE DESIGNATED AS AREAS FOR IMPROVEMENT. PROVIDE SPECIFIC INFORMATION ABOUT THE STEPS TAKEN AND PROGRESS MADE FOR IMPROVEMENT:

RATER'S EVALUATION FOR PROMOTION AND / OR SERVICE IN POSITIONS OF GREATER RESPONSIBILITY

☒ AMONG THE BEST
☐ FULLY CAPABLE
☐ MARGINAL

LIST THREE POSITIONS IN WHICH THE OFFICER COULD BEST SERVE THIS DEPARTMENT AT HIS / HER CURRENT OR NEXT HIGHER RANK:

1. Primary Watch Commander
2. Lieutenant
3. Deputy Sheriff.

SENIOR RATER EVALUATION

NARRATIVE / BULLET COMMENTS:

SGT. KARAM HAS ONE AREA OF HIS PROFESSIONAL DEVELOPMENT THAT NEEDS FOCUSING, HE ALWAYS WANTS A NEW CHALLENGE A NEW PROJECT TO BRING TO FRUITION. HE FINDS IT BORING AND NOT CHALLENGING ENOUGH, TO DO THE DAY TO DAY CORRECTIONAL TASKS.

OVERALL PERFORMANCE
☐ 1 SUCCESSFUL
☒ 2 SUCCESSFUL
☐ 3 SUCCESSFUL
☐ 4 FAIR
☐ 5 POOR

OVERALL POTENTIAL FOR PROMOTION AND/OR SERVICE IN POSITIONS OF GREATER RESPONSIBILITY
☐ 1 SUPERIOR
☒ 2 SUPERIOR
☐ 3 SUPERIOR
☐ 4 FAIR
☐ 5 POOR

Rensselaer County Corrections Bureau
Supervisory Performance Evaluation Report

Part I - Administrative Data

a. Employee Name (Last, First, Middle Initial) KARAM, JAMES | b. Social Security Number [redacted] | c. Date of Hire 26 MAY 87 | d. Shift B-LINE

e. Bureau Corrections | f. Title/Rank Sergeant | g. Date of Rank 04 Mar 93 | h. Time Period of Evaluation FROM 05 APR 1997 TO 02 OCT1997

Type of Report: [X] Annual [ ] Change of Rater [ ] Relief for Cause

Part II - Authentication

a. Rater's Name (Last, First, Middle Initial) SMITH, HAROLD J. | Social Security Number [redacted] | Rater's Signature LT N [signature]

Title/Rank Operational Lieutenant | Duty Assignment Operations Lieutenant | Date 9-22-97

b. Senior Rater's Name (Last, First, Middle) WALKER, CHARLES | Social Security Number [redacted] | Senior Rater's Signature [signature]

Title/Rank Administrative Lieutenant | Duty Assignment Administartive Lieutenant | Date 9/26/97

c. Rated Employee: I understand that my signature does not constitute agreement or disagreement with the evaluation of the Rater and Senior Rater. | Employee's Signature [signature] | Date 9/29/97

d. Reviewer's Name (Last, First, Middle) LOVERIDGE, ROBERT R. | Social Security Number [redacted] | Reviewer's Signature [signature]

Title/Rank Colonel | Duty Assignment Facility Administrator | Date 10/31/97

[ ] Concur with Rater & Senior Rater Evaluation [ ] Non-concur with Rater & Senior Rater Evaluation

Counseling Dates	INITIAL	FOLLOW-UP	FOLLOW-UP	FOLLOW-UP

Additional Duties:

Positions Held during the Rating Period:

POSITION	LENGTH HELD / %
WATCH COMMANDER	100 %
SHIFT SUPERVISOR ONE	___%
SHIFT SUPERVISOR TWO	___%

Other, Specify:________________

EVALUATION PURPOSE

This evaluation contains key job behvaiors that have been reported as critical for assessing the contributions and performance of the CORRECTIONAL SUPERVISOR to the effectiveness and effeciency of the services provided by the Rensselaer County Sheriff's Department, Corrections Bureau.

EVALUATION RATING SCALE

A	Represents "Almost Always"	or	95% to 100%
B	Represents "Frequently"	or	85% to 94%
C	Represents "Sometimes"	or	75% to 84%
D	Represents "Seldom"	or	65% to 74%
E	Represents "Almost Never"	or	0% to 64%

AREA OF EMPHASIS 1.0 TING AS A LEADER / DECISION MAKER

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
1.1	THE SUPERVISOR ENSURES THAT ALL CRITICAL POSTS ARE COVERED DURING AN EMERGENCY.	(A)	B	C	D	E
1.2	THE SUPERVISOR SETS AN EXAMPLE FOR SUBORDINATES BY COMING TO WORK ON TIME, MEETING DEADLINES, AND NOT ABUSING BREAKS.	(A)	B	C	D	E
1.3	THE SUPERVISOR MAINTAINS A PROFESSIONAL APPEARANCE AND ATTITUDE AT ALL TIMES.	(A)	B	C	D	E
1.4	IN AN EMERGENCY, THE SUPERVISOR TAKES ACTION TO ADDRESS THE EMERGENCY, ADVISES HIS/HER SUPERIOR, PROTECTS EVIDENCE, STAYS CALM, AND FOLLOWS APPROPRIATE RULES.	(A)	B	C	D	E
1.5	THE SUPERVISOR DIRECTS THE USE OF FORCE ONLY WHEN A INMATE DISTURBANCE WARRANTS IT.	(A)	B	C	D	E
1.6	THE SUPERVISOR FORMALLY DISCIPLINES STAFF MEMBERS ONLY IN PRIVATE.	(A)	B	C	D	E
1.7	THE SUPERVISOR, WHEN APPROPRIATE, ISSUES VERBAL WARNINGS AND EXPLAINS ACCEPTABLE BEHAVIOR BEFORE WRITING UP STAFF MEMBERS FOR UNACCEPTABLE BEHAVIOR.	(A)	B	C	D	E
1.8	THE SUPERVISOR ENFORCE RULES, REGULATIONS & PROCEDURES WITHOUT FAVORITISM.	(A)	B	C	D	E
1.9	THE SUPERVISOR DOES NOT IGNORE STAFF MEMBER'S BEHAVIOR WHICH VIOLATES THE RULES.	A	(B)	C	D	E
1.10	THE SUPERVISOR, WHEN ISSUING ORDERS AND MAKING REQUESTS, ENSURES THAT THE INSTRUCTIONS ARE CLEAR, SPECIFIC AND UNDERSTOOD.	(A)	B	C	D	E
1.11	THE SUPERVISOR TAKES RESPONSIBILITY FOR HIS/HER DECISIONS AS WELL AS THOSE OF THEIR SUBORDINATES.	(A)	B	C	D	E
1.12	THE SUPERVISOR RECOGNIZES SITUATIONS WHERE DIRECT ORDERS ARE MORE APPROPRIATE THAN GROUP DECISION MAKING.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "ACTING A S A LEADER / DECISION MAKER":

Sgt. KARAM makes Decisions without seeking Assistance From others Will make The Tough and Dificult Decisions without Hesitation

AREA OF EMPHASIS 2.0 ANTICIPATING INSTITUTIONAL PROBLEMS

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
2.1	THE SUPERVISOR INSPECTS AREAS OF THE FACILITY FOR SAFETY AND SECURITY IN ACCORDANCE WITH P & P COMMENSURATE TO THEIR RANK AND TITLE.	A	(B)	C	D	E
2.2	THE SUPERVISOR ANTICIPATES SCHEDULING PROBLEMS AND ACTS TO SOLVE THEM.	(A)	B	C	D	E
2.3	THE SUPERVISOR CONDUCTS / PARTICIPATES IN ROLL-CALL IN AN ACTIVE, PARTICIPATIVE MANNER.	(A)	B	C	D	E
2.4	THE SUPERVISOR BRIEFS STAFF IN ADVANCE ON THE HANDLING OF POTENTIALLY DIFFICULT INCIDENTS OR INMATES.	(A)	B	C	D	E
2.5	THE SUPERVISOR ENSURES HE/SHE CAN BE EASILY REACHED AT ANY TIME DURING THEIR SHIFT.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "ANTICIPA… INSTITUTIONAL PROBLEMS":
Handles Problems well anticipates them and Deals with them as A challenge

AREA OF EMPHASIS 3.0 ACTING AS A MEDIATOR / NEGOTIATOR

SPECIFIC PERFORMANCE STANDARD

		SCORE				
		100-95% A	94-85% B	84-75% C	74-65% D	64-0% E
3.1	THE SUPERVISOR SPEAKS CALMLY TO DEFUSE THE ANGER OF IRATE INMATES OR OFFICERS.	(A)	B	C	D	E
3.2	THE SUPERVISOR IS CAREFUL TO GUARD AGAINST INJURY TO STAFF OR INMATES WHEN DEALING WITH VOLATILE INMATES.	(A)	B	C	D	E
3.3	THE SUPERVISOR LISTENS TO SUBORDINATE COMPLAINTS OR PROBLEMS WITH CO-WORKERS AND SUGGESTS ALTERNATIVES TO RESOLVE THEM.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "ACTING AS A MEDIATOR / NEGOTIATOR":
Excelent Communicator

AREA OF EMPHASIS 4.0 SUPERVISING IN A FLEXIBLE MANNER

SPECIFIC PERFORMANCE STANDARD

		SCORE				
		100-95% A	94-85% B	84-75% C	74-65% D	64-0% E
4.1	THE SUPERVISOR SUPPORTS THE APPROPRIATE EFFORTS OF HIS/HER SUPERIORS BY REFRAINING FROM CRITICIZING THEM IN THE PRESENCE OF SUBORDINATES OR INMATES.	A	(B)	C	D	E
4.2	THE SUPERVISOR IDENTIFIES OFFICER WORK RELATED DEFICIENCIES AND TAKES ACTION (E.G., TRAINING) TO CORRECT THEM.	(A)	B	C	D	E
4.3	THE SUPERVISOR VISITS THE POD IN ACCORDANCE WITH P & P TO LOOK FOR TENSION, OR SIGNS OF DISREPAIR. POD VISITS ARE LOGGED IN THE POD LOGBOOK BY THE SUPERVISOR.	(A)	B	C	D	E
4.4	THE SUPERVISOR FOLLOWS THROUGH ON PROMISES MADE TO STAFF MEMBERS.	(A)	B	C	D	E
4.5	THE SUPERVISOR USES A VARIETY OF TECHNIQUES (E.G., VERBAL, WRITTEN COMMENDATIONS) TO COMPLIMENT SUBORDINATES FOR EXCEPTIONAL JOB PERFORMANCE.	(A)	B	C	D	E
4.6	THE SUPERVISOR USES CONSTRUCTIVE CRITICISM IN DISCUSSIONS WITH STAFF ABOUT INAPPROPRIATE BEHAVIOR.	(A)	B	C	D	E
4.7	THE SUPERVISOR REFRAINS FROM INTERVENING IN SITUATIONS WHICH SUBORDINATES HAVE UNDER CONTROL AND ARE HANDLING PROPERLY.	A	(B)	C	D	E
4.8	THE SUPERVISOR GIVES SUPPORT TO STAFF WHEN THEY ARE DEALING WITH UNRULY INMATES.	(A)	B	C	D	E
4.9	THE SUPERVISOR REGULARLY REITERATES EXPECTATIONS FOR BEHAVIOR TO OFFICERS.	(A)	B	C	D	E
4.10	THE SUPERVISOR INVESTIGATES REPORTS AND TAKES ACTION IN RESPONSE TO ALL COMPLAINTS ABOUT RACIAL AND SEXUAL HARASSMENT.	(A)	B	C	D	E

SPECIFIC PERFORMANCE STANDARD	SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
4.11 THE SUPERVISOR FOLLOWS AND ENFORCES P & P, RULES AND REGULATIONS OF THE FACILITY.	**(A)**	B	C	D	E

SPECIFIC BULLET COMMENTS ON "SUPERVISING IN A FLEXIBLE MANNER":

Continued Good performance in this Area

AREA OF EMPHASIS 5.0 PERFORMING ADMINISTRATIVE AND ROUTINE SUPERVISORY TASKS

SPECIFIC PERFORMANCE STANDARDS	SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
5.1 WHEN WRITING REPORTS, THE SUPERVISOR CITES THE PERTINENT PROCEDURES, POLICIES, RULES, AND REGULATIONS. CONSTRUCTS THE REPORT IN A CLEAR AND CONCISE MANNER.	**(A)**	B	C	D	E
5.2 THE SUPERVISOR OBSERVES, ENFORCES, AND FOLLOWS THE CHAIN OF COMMAND.	**(A)**	B	C	D	E
5.3 THE SUPERVISOR COMMUNICATES IMPORTANT INFORMATION TO THE NEXT SHIFT'S SUPERVISORY STAFF.	**(A)**	B	C	D	E
5.4 THE SUPERVISOR ACKNOWLEDGES AND INVESTIGATES INMATE, PUBLIC AND DEPARTMENTAL COMPLAINTS ABOUT SUBORDINATES.	**(A)**	B	C	D	E
5.5 THE SUPERVISOR RELAYS IMPORTANT INFORMATION ABOUT INMATES TO THE OFFICERS THAT SUPERVISE THEM.	**(A)**	B	C	D	E
5.6 THE SUPERVISOR ENSURES THAT OFFICER'S PAPERWORK / REPORTS CONFORM TO P & P, ARE ACCURATE, COMPLETE, WELL-ORGANIZED AND ARE COMPLETED ON TIME.	**(A)**	B	C	D	E
5.7 WHEN CONDUCTING PERFORMANCE EVALUATIONS, THE SUPERVISOR THOROUGHLY DOCUMENTS BOTH EFFECTIVE & INEFFECTIVE BEHAVIOR OF OFFICERS.	**(A)**	B	C	D	E
5.8 THE SUPERVISOR EXAMINES LOG BOOKS FOR ERRORS AND OMISSIONS, AS WELL AS BEING LEGIBLE AND COMPLETE.	A	**(B)**	C	D	E
5.9 WHEN TOLD OF A DEADLINE, THE SUPERVISOR IS PUNCTUAL IN MEETING IT.	**(A)**	B	C	D	E
5.10 THE SUPERVISOR EFFECTIVELY USES ROLL-CALL TO PROVIDE IMPORTANT INFORMATION TO OFFICERS CONCERNING FACILITY OPERATION, CHANGES IN P & P, CHANGES IN THE LAW, TRAINING, ETC.	**(A)**	B	C	D	E
5.11 THE SUPERVISOR SYSTEMATICALLY OBSERVES WORK PERFORMANCE FOR THE PURPOSE OF EVALUATING SUBORDINATE EFFECTIVENESS.	**(A)**	B	C	D	E
5.12 THE SUPERVISOR MAINTAINS CONFIDENTIALITY ABOUT STAFF AND PERSONNEL PROBLEMS.	A	**(B)**	C	D	E
5.13 THE SUPERVISOR CONDUCTS DAILY INSPECTIONS OF HIS / HER AREAS OF RESPONSIBILITY.	**(A)**	B	C	D	E
5.14 THE SUPERVISOR PERFORMS HIS/HER ADDITIONAL DUTY IN A PROFESSIONAL MANNER, MEETING ALL DEADLINES.	**(A)**	B	C	D	E
5.15 THE SUPERVISOR ENSURES ALL APPROPRIATE FORMS / REPORTS ARE FORWARDED TO HIGHER AS NECESSARY.	A	**(B)**	C	D	E

SPECIFIC PERFORMANCE STANDARD

		SCORE				
		100-95%	94-85%	84-75%	74-65%	64-0%
5.16	THE SUPERVISOR ENSURES THAT ALL INCIDENTS, STAFF INJURIES, AND REPORTABLE INCIDENTS ARE IMMEDIATELY DOCUMENTED AND THE APPROPRIATE COMMAND PERSONNEL ARE NOTIFIED.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "PERFORMING ADMINISTRATIVE AND ROUTINE SUPERVISORY TASKS":

Sgt. Karam is the most Adminstratively minded supervisor in the Middle management.

AREA OF EMPHASIS 6.0 SUPERVISION AND CARE OF INMATES

SPECIFIC PERFORMANCE STANDARD

		SCORE				
		100-95%	94-85%	84-75%	74-65%	64-0%
6.1	THE SUPERVISOR FOLLOWS THROUGH ON PROMISES TO THE INMATES.	(A)	B	C	D	E
6.2	THE SUPERVISOR TREATS ALL INMATES WITH EQUITY AND CONSISTENCY.	(A)	B	C	D	E
6.3	THE SUPERVISOR USES RESPECTFUL LANGUAGE WHEN CONVERSING WITH OFFICERS AND INMATES.	(A)	B	C	D	E
6.4	THE SUPERVISOR, WHEN APPROPRIATE, COUNSELS INMATES IN PRIVATE.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON " SUPERVISION AND CARE OF INMATES":

Excellent in this Area Always follows Through

AREA OF EMPHASIS 7.0 PRESENTING AND MAINTAINING A PROFESSIONAL APPEARANCE & ATTENDANCE

SPECIFIC PERFORMANCE STANDARD

		SCORE				
		100-95%	94-85%	84-75%	74-65%	64-0%
7.1	THE SUPERVISOR, WHEN IN A DUTY STATUS OR OUT IN PUBLIC IN UNIFORM, REMAINS IN COMPLETE UNIFORM.	(A)	B	C	D	E
7.2	THE SUPERVISOR'S UNIFORM & APPEARANCE IS ALWAYS CLEAN, COMPLETE, & SETS THE EXAMPLE FOR THOSE AROUND HIM / HER.	(A)	B	C	D	E
7.3	THE SUPERVISOR IS RESPECTFUL OF SENIOR COMMAND PERSONNEL AND RENDERS APPROPRIATE COURTESIES.	(A)	B	C	D	E
7.4	THE SUPERVISOR IS ON TIME FOR DUTY ASSIGNMENTS.	A	(B)	C	D	E
7.5	THE SUPERVISOR IS PRESENT FOR SCHEDULED SHIFT WORK, UNLESS ON VACATION, OR OTHER LEAVES OTHER THAN SICK LEAVE.	A	B	(C)	D	E

SPECIFIC BULLET COMMENTS ON "PERSONAL APPEARANCE AND ATTENDANCE":
Excellent Appearance and Attitude

PERFORMANCE DEVELOPMENT

IN THIS SECTION, LIST THOSE BEHAVIORS (BE SPECIFIC BY NUMBER AND ITEM) FOR WHICH THE EMPLOYEE WAS EVALUATED AS PERFORMING 84% OR LESS OF THE TIME (BEHAVIORS FOR WHICH THE EMPLOYEE RECEIVED A RATING OF C, D, OR E.)

7.5 Sick Time Usage

FUTURE PERFORMANCE OBJECTIVES

IN THIS SECTION, LIST SPECIFIC OBJECTIVES TO IMPROVE THE BEHAVIORS LISTED ABOVE DURING THE NEXT RATING PERIOD:

Improved from 8 to 5 Days USED

GENERAL COMMENTS

IN THIS SECTION, LIST ANY PERTINENT FACTS THAT SHOULD BE KNOWN ABOUT THE EMPLOYEE, OR HIS / HER DEVELOPMENT. LIST ANY SPECIAL SKILLS, TALENTS, OR TRAINING. LIST ANY INCIDENTS NOT COVERED ON THIS FORM OF OUTSTANDING PERFORMANCE, OR ANY CRITICAL INCIDENTS THAT MERIT SPECIAL ATTENTION:

Sgt. KARAM is A great help with some of my Duties Especially with Firm Disciplin and Prisoners.

HE is An Excellent Trainer Especially in the Area of Firearms

He is Always willing To help when ever needed and Likes to be challenged.

REVIEW OF PERFORMANCE IMPROVEMENTS

PLEASE LIST ALL BEHAVIORS FROM THE LAST PERFORMANCE EVALUATION SESSION THAT WERE DESIGNATED AS AREAS FOR IMPROVEMENT. PROVIDE SPECIFIC INFORMATION ABOUT THE STEPS TAKEN AND PROGRESS MADE FOR IMPROVEMENT:

7.5 Sick Time – Improved By 3 Days

RATER'S EVALUATION
FOR
PROMOTION AND / OR SERVICE IN POSITIONS OF GREATER RESPONSIBILITY

- [x] AMONG THE BEST
- [ ] FULLY CAPABLE
- [ ] MARGINAL

LIST THREE POSITIONS IN WHICH THE OFFICER COULD BEST SERVE THIS DEPARTMENT AT HIS / HER CURRENT OR NEXT HIGHER RANK:

1. OPER. Lieutenant
2. ADmin. Lieutenant
3. Training Director

SENIOR RATER EVALUATION

NARRATIVE / BULLET COMMENTS:

SGT. KHADAM IS A AGGRESSIVE AND DILIGENT WATCH COMMANDERS.

HIS EFFORTS TO RESOLVE PROBLEMS AND ADDRESS ISSUES WITH STAFF MEMBERS IS CONTINUAL.

HIS FOCUS PERIODICALLY DRIFTS, WHEN HE GETS INVOLVED IN ANY NEW OR MORE MEANINGFUL PROJECTS THAT INTERESTS HIM.

OVERALL PERFORMANCE

- ☐ 1 SUCCESSFUL
- ☒ 2 SUCCESSFUL
- ☐ 3 SUCCESSFUL
- ☐ 4 FAIR
- ☐ 5 POOR

OVERALL POTENTIAL FOR PROMOTION AND/OR SERVICE IN POSITIONS OF GREATER RESPONSIBILITY

- ☐ 1 SUPERIOR
- ☒ 2 SUPERIOR
- ☐ 3 SUPERIOR
- ☐ 4 FAIR
- ☐ 5 POOR

[signature] #1005

TOTAL HOURS SICK TIME USAGE DURING EVALUATION PERIOD: ~~40~~ 56

NUMBER OF SICK TIME USAGE PATTERNS DURING EVALUATION PERIOD: ~~2~~ 6 Occasions

NUMBER OF OCCASIONS TARDY DURING EVALUATION PERIOD: ______

TOTAL HOURS/MINUTES TARDY DURING EVALUATION PERIOD: ______

Rensselaer County Corrections Bureau
Supervisory Performance Evaluation Report

Part I - Administrative Data

a. Employee Name (Last, First, Middle Initial)	b. Social Security Number	c. Date of Hire	d. Shift
KARAM, JAMES	[redacted]	20 AUG 1988	B-LINE

e. Bureau	f. Title/Rank	g. Date of Rank	h. Time Period of Evaluation FROM	TO
CORRECTIONS	SERGEANT	19 JUL 93	03 OCT 1997	02 MAY 1998

Type of Report: [X] Annual [ ] Change of Rater [ ] Relief for Cause

Part II - Authentication

a. Rater's Name (Last, First, Middle Initial)	Social Security Number	Rater's Signature
SMITH, HAROLD	[redacted]	
Title/Rank	**Duty Assignment**	**Date**
LIEUTENANT	OPERATIONAL LIEUTENANT	5-2-98

b. Senior Rater's Name (Last, First, Middle)	Social Security Number	Senior Rater's Signature
HETMAN, DAVID	[redacted]	
Title/Rank	**Duty Assignment**	**Date**
LIEUTENANT	ADMINISTRATIVE LIEUTENANT	7-2-98

c. Rated Employee: I understand that my signature does not constitute agreement or disagreement with the evaluation of the Rater and Senior Rater.	Employee's Signature Date 7/28/98

d. Reviewer's Name (Last, First, Middle)	Social Security Number	Reviewer's Signature
LOVERIDGE, ROBERT R.	[redacted]	Colonel
Title/Rank	**Duty Assignment**	**Date**
COLONEL	FACILITY SUPERINTENDENT	8/20/98

[X] Concur with Rater & Senior Rater Evaluation [ ] Non-concur with Rater & Senior Rater Evaluation

Counseling Dates	INITIAL	FOLLOW-UP	FOLLOW-UP	FOLLOW-UP

Additional Duties: Fire Arms Training, Training, Hearings, Grievances, (Quartermaster Uniforms)

Positions Held during the Rating Period:

POSITION	LENGTH HELD / %
WATCH COMMANDER	____%
SHIFT SUPERVISOR ONE	____%
SHIFT SUPERVISOR TWO	____%

Other, Specify:________________________

EVALUATION PURPOSE

This evaluation contains key job behvaiors that have been reported as critical for assessing the contributions and performance of the CORRECTIONAL SUPERVISOR to the effectiveness and effeciency of the services provided by the Rensselaer County Sheriff's Department, Corrections Bureau.

EVALUATION RATING SCALE

A	Represents "Almost Always"	or	95% to 100%
B	Represents "Frequently"	or	85% to 94%
C	Represents "Sometimes"	or	75% to 84%
D	Represents "Seldom"	or	65% to 74%
E	Represents "Almost Never"	or	0% to 64%

AREA OF EMPHASIS 1.0 TING AS A LEADER / DECISION MAKER

SPECIFIC PERFORMANCE STANDARD

No.	Standard	SCORE 100-95% A	94-85% B	84-75% C	74-65% D	64-0% E	Circled
1.1	THE SUPERVISOR ENSURES THAT ALL CRITICAL POSTS ARE COVERED DURING AN EMERGENCY.	A	B	C	D	E	A
1.2	THE SUPERVISOR SETS AN EXAMPLE FOR SUBORDINATES BY COMING TO WORK ON TIME, MEETING DEADLINES, AND NOT ABUSING BREAKS.	A	B	C	D	E	B
1.3	THE SUPERVISOR MAINTAINS A PROFESSIONAL APPEARANCE AND ATTITUDE AT ALL TIMES.	A	B	C	D	E	B
1.4	IN AN EMERGENCY, THE SUPERVISOR TAKES ACTION TO ADDRESS THE EMERGENCY, ADVISES HIS/HER SUPERIOR, PROTECTS EVIDENCE, STAYS CALM, AND FOLLOWS APPROPRIATE RULES.	A	B	C	D	E	A
1.5	THE SUPERVISOR DIRECTS THE USE OF FORCE ONLY WHEN A INMATE DISTURBANCE WARRANTS IT.	A	B	C	D	E	A
1.6	THE SUPERVISOR FORMALLY DISCIPLINES STAFF MEMBERS ONLY IN PRIVATE.	A	B	C	D	E	A
1.7	THE SUPERVISOR, WHEN APPROPRIATE, ISSUES VERBAL WARNINGS AND EXPLAINS ACCEPTABLE BEHAVIOR BEFORE WRITING UP STAFF MEMBERS FOR UNACCEPTABLE BEHAVIOR.	A	B	C	D	E	A
1.8	THE SUPERVISOR ENFORCE RULES, REGULATIONS & PROCEDURES WITHOUT FAVORITISM.	A	B	C	D	E	A
1.9	THE SUPERVISOR DOES NOT IGNORE STAFF MEMBER'S BEHAVIOR WHICH VIOLATES THE RULES.	A	B	C	D	E	A
1.10	THE SUPERVISOR, WHEN ISSUING ORDERS AND MAKING REQUESTS, ENSURES THAT THE INSTRUCTIONS ARE CLEAR, SPECIFIC AND UNDERSTOOD.	A	B	C	D	E	A
1.11	THE SUPERVISOR TAKES RESPONSIBILITY FOR HIS/HER DECISIONS AS WELL AS THOSE OF THEIR SUBORDINATES.	A	B	C	D	E	A
1.12	THE SUPERVISOR RECOGNIZES SITUATIONS WHERE DIRECT ORDERS ARE MORE APPROPRIATE THAN GROUP DECISION MAKING.	A	B	C	D	E	A

SPECIFIC BULLET COMMENTS ON "ACTING A S A LEADER / DECISION MAKER":

Always makes and supports his own Decisions with out hesitation

Needs to be on time for All Roll calls

needs to be An EXAmple for Apprarence To Staff at All Times

AREA OF EMPHASIS 2.0 ANTICIPATING INSTITUTIONAL PROBLEMS

SPECIFIC PERFORMANCE STANDARD

No.	Standard	SCORE 100-95% A	94-85% B	84-75% C	74-65% D	64-0% E	Circled
2.1	THE SUPERVISOR INSPECTS AREAS OF THE FACILITY FOR SAFETY AND SECURITY IN ACCORDANCE WITH P & P COMMENSURATE TO THEIR RANK AND TITLE.	A	B	C	D	E	A
2.2	THE SUPERVISOR ANTICIPATES SCHEDULING PROBLEMS AND ACTS TO SOLVE THEM.	A	B	C	D	E	A
2.3	THE SUPERVISOR CONDUCTS / PARTICIPATES IN ROLL-CALL IN AN ACTIVE, PARTICIPATIVE MANNER.	A	B	C	D	E	A
2.4	THE SUPERVISOR BRIEFS STAFF IN ADVANCE ON THE HANDLING OF POTENTIALLY DIFFICULT INCIDENTS OR INMATES.	A	B	C	D	E	A
2.5	THE SUPERVISOR ENSURES HE/SHE CAN BE EASILY REACHED AT ANY TIME DURING THEIR SHIFT.	A	B	C	D	E	A

SPECIFIC BULLET COMMENTS ON "ANTICIP. NG INSTITUTIONAL PROBLEMS": Pro-Active Anticipates well

AREA OF EMPHASIS 3.0 ACTING AS A MEDIATOR / NEGOTIATOR

SPECIFIC PERFORMANCE STANDARD

		SCORE				
		100-95%	94-85%	84-75%	74-65%	64-0%
3.1	THE SUPERVISOR SPEAKS CALMLY TO DEFUSE THE ANGER OF IRATE INMATES OR OFFICERS.	**(A)**	B	C	D	E
3.2	THE SUPERVISOR IS CAREFUL TO GUARD AGAINST INJURY TO STAFF OR INMATES WHEN DEALING WITH VOLATILE INMATES.	**(A)**	B	C	D	E
3.3	THE SUPERVISOR LISTENS TO SUBORDINATE COMPLAINTS OR PROBLEMS WITH CO-WORKERS AND SUGGESTS ALTERNATIVES TO RESOLVE THEM.	**(A)**	B	C	D	E

SPECIFIC BULLET COMMENTS ON "ACTING AS A MEDIATOR / NEGOTIATOR": Always Communicates Well.

AREA OF EMPHASIS 4.0 SUPERVISING IN A FLEXIBLE MANNER

SPECIFIC PERFORMANCE STANDARD

		SCORE				
		100-95%	94-85%	84-75%	74-65%	64-0%
4.1	THE SUPERVISOR SUPPORTS THE APPROPRIATE EFFORTS OF HIS/HER SUPERIORS BY REFRAINING FROM CRITICIZING THEM IN THE PRESENCE OF SUBORDINATES OR INMATES.	A	**(B)**	C	D	E
4.2	THE SUPERVISOR IDENTIFIES OFFICER WORK RELATED DEFICIENCIES AND TAKES ACTION (E.G., TRAINING) TO CORRECT THEM.	**(A)**	B	C	D	E
4.3	THE SUPERVISOR VISITS THE POD IN ACCORDANCE WITH P & P TO LOOK FOR TENSION, OR SIGNS OF DISREPAIR. POD VISITS ARE LOGGED IN THE POD LOGBOOK BY THE SUPERVISOR.	**(A)**	B	C	D	E
4.4	THE SUPERVISOR FOLLOWS THROUGH ON PROMISES MADE TO STAFF MEMBERS.	**(A)**	B	C	D	E
4.5	THE SUPERVISOR USES A VARIETY OF TECHNIQUES (E.G., VERBAL, WRITTEN COMMENDATIONS) TO COMPLIMENT SUBORDINATES FOR EXCEPTIONAL JOB PERFORMANCE.	**(A)**	B	C	D	E
4.6	THE SUPERVISOR USES CONSTRUCTIVE CRITICISM IN DISCUSSIONS WITH STAFF ABOUT INAPPROPRIATE BEHAVIOR.	**(A)**	B	C	D	E
4.7	THE SUPERVISOR REFRAINS FROM INTERVENING IN SITUATIONS WHICH SUBORDINATES HAVE UNDER CONTROL AND ARE HANDLING PROPERLY.	A	**(B)**	C	D	E
4.8	THE SUPERVISOR GIVES SUPPORT TO STAFF WHEN THEY ARE DEALING WITH UNRULY INMATES.	**(A)**	B	C	D	E
4.9	THE SUPERVISOR REGULARLY REITERATES EXPECTATIONS FOR BEHAVIOR TO OFFICERS.	**(A)**	B	C	D	E
4.10	THE SUPERVISOR INVESTIGATES REPORTS AND TAKES ACTION IN RESPONSE TO ALL COMPLAINTS ABOUT RACIAL AND SEXUAL HARASSMENT.	**(A)**	B	C	D	E

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
4.11	THE SUPERVISOR FOLLOWS AND ENFORCES P & P, RULES AND REGULATIONS OF THE FACILITY.	**(A)**	B	C	D	E

SPECIFIC BULLET COMMENTS ON "SUPERVISING IN A FLEXIBLE MANNER":

AREA OF EMPHASIS 5.0 PERFORMING ADMINISTRATIVE AND ROUTINE SUPERVISORY TASKS

SPECIFIC PERFORMANCE STANDARDS

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
5.1	WHEN WRITING REPORTS, THE SUPERVISOR CITES THE PERTINENT PROCEDURES, POLICIES, RULES, AND REGULATIONS. CONSTRUCTS THE REPORT IN A CLEAR AND CONCISE MANNER.	**(A)**	B	C	D	E
5.2	THE SUPERVISOR OBSERVES, ENFORCES, AND FOLLOWS THE CHAIN OF COMMAND.	**(A)**	B	C	D	E
5.3	THE SUPERVISOR COMMUNICATES IMPORTANT INFORMATION TO THE NEXT SHIFT'S SUPERVISORY STAFF.	**(A)**	B	C	D	E
5.4	THE SUPERVISOR ACKNOWLEDGES AND INVESTIGATES INMATE, PUBLIC AND DEPARTMENTAL COMPLAINTS ABOUT SUBORDINATES.	**(A)**	B	C	D	E
5.5	THE SUPERVISOR RELAYS IMPORTANT INFORMATION ABOUT INMATES TO THE OFFICERS THAT SUPERVISE THEM.	**(A)**	B	C	D	E
5.6	THE SUPERVISOR ENSURES THAT OFFICER'S PAPERWORK / REPORTS CONFORM TO P & P, ARE ACCURATE, COMPLETE, WELL-ORGANIZED AND ARE COMPLETED ON TIME.	**(A)**	B	C	D	E
5.7	WHEN CONDUCTING PERFORMANCE EVALUATIONS, THE SUPERVISOR THOROUGHLY DOCUMENTS BOTH EFFECTIVE & INEFFECTIVE BEHAVIOR OF OFFICERS.	**(A)**	B	C	D	E
5.8	THE SUPERVISOR EXAMINES LOG BOOKS FOR ERRORS AND OMISSIONS, AS WELL AS BEING LEGIBLE AND COMPLETE.	**(A)**	B	C	D	E
5.9	WHEN TOLD OF A DEADLINE, THE SUPERVISOR IS PUNCTUAL IN MEETING IT.	**(A)**	B	C	D	E
5.10	THE SUPERVISOR EFFECTIVELY USES ROLL-CALL TO PROVIDE IMPORTANT INFORMATION TO OFFICERS CONCERNING FACILITY OPERATION, CHANGES IN P & P, CHANGES IN THE LAW, TRAINING, ETC.	**(A)**	B	C	D	E
5.11	THE SUPERVISOR SYSTEMATICALLY OBSERVES WORK PERFORMANCE FOR THE PURPOSE OF EVALUATING SUBORDINATE EFFECTIVENESS.	**(A)**	B	C	D	E
5.12	THE SUPERVISOR MAINTAINS CONFIDENTIALITY ABOUT STAFF AND PERSONNEL PROBLEMS.	A	**(B)**	C	D	E
5.13	THE SUPERVISOR CONDUCTS DAILY INSPECTIONS OF HIS / HER AREAS OF RESPONSIBILITY.	**(A)**	B	C	D	E
5.14	THE SUPERVISOR PERFORMS HIS/HER ADDITIONAL DUTY IN A PROFESSIONAL MANNER, MEETING ALL DEADLINES.	**(A)**	B	C	D	E
5.15	THE SUPERVISOR ENSURES ALL APPROPRIATE FORMS / REPORTS ARE FORWARDED TO HIGHER AS NECESSARY.	A	**(B)**	C	D	E

SPECIFIC PERFORMANCE STANDARD		100-95%	94-85%	84-75%	74-65%	64-0%
5.16	THE SUPERVISOR ENSURES THAT ALL INCIDENTS, STAFF INJURIES, AND REPORTABLE INCIDENTS ARE IMMEDIATELY DOCUMENTED AND THE APPROPRIATE COMMAND PERSONNEL ARE NOTIFIED.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "PERFORMING ADMINISTRATIVE AND ROUTINE SUPERVISORY TASKS":

Sgt. Kakam An Excelent Job in the Area

AREA OF EMPHASIS 6.0 SUPERVISION AND CARE OF INMATES

SPECIFIC PERFORMANCE STANDARD		100-95%	94-85%	84-75%	74-65%	64-0%
6.1	THE SUPERVISOR FOLLOWS THROUGH ON PROMISES TO THE INMATES.	(A)	B	C	D	E
6.2	THE SUPERVISOR TREATS ALL INMATES WITH EQUITY AND CONSISTENCY.	(A)	B	C	D	E
6.3	THE SUPERVISOR USES RESPECTFUL LANGUAGE WHEN CONVERSING WITH OFFICERS AND INMATES.	(A)	B	C	D	E
6.4	THE SUPERVISOR, WHEN APPROPRIATE, COUNSELS INMATES IN PRIVATE.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON " SUPERVISION AND CARE OF INMATES":

AREA OF EMPHASIS 7.0 PRESENTING AND MAINTAINING A PROFESSIONAL APPEARANCE & ATTENDANCE

SPECIFIC PERFORMANCE STANDARD		100-95%	94-85%	84-75%	74-65%	64-0%
7.1	THE SUPERVISOR, WHEN IN A DUTY STATUS OR OUT IN PUBLIC IN UNIFORM, REMAINS IN COMPLETE UNIFORM.	(A)	B	C	D	E
7.2	THE SUPERVISOR'S UNIFORM & APPEARANCE IS ALWAYS CLEAN, COMPLETE, & SETS THE EXAMPLE FOR THOSE AROUND HIM / HER.	A	(B)	C	D	E
7.3	THE SUPERVISOR IS RESPECTFUL OF SENIOR COMMAND PERSONNEL AND RENDERS APPROPRIATE COURTESIES.	A	(B)	C	D	E
7.4	THE SUPERVISOR IS ON TIME FOR DUTY ASSIGNMENTS.	A	(B)	C	D	E
7.5	THE SUPERVISOR IS PRESENT FOR SCHEDULED SHIFT WORK, UNLESS ON VACATION, OR OTHER LEAVES OTHER THAN SICK LEAVE.	A	(B)	C	D	E

SPECIFIC BULLET COMMENTS ON "PERSON, ,PPEARANCE AND ATTENDANCE":

Good Appearance Needs to Shave Daily

PERFORMANCE DEVELOPMENT

IN THIS SECTION, LIST THOSE BEHAVIORS (BE SPECIFIC BY NUMBER AND ITEM) FOR WHICH THE EMPLOYEE WAS EVALUATED AS PERFORMING 84% OR LESS OF THE TIME (BEHAVIORS FOR WHICH THE EMPLOYEE RECEIVED A RATING OF C, D, OR E.)

FUTURE PERFORMANCE OBJECTIVES

IN THIS SECTION, LIST SPECIFIC OBJECTIVES TO IMPROVE THE BEHAVIORS LISTED ABOVE DURING THE NEXT RATING PERIOD:

GENERAL COMMENTS

IN THIS SECTION, LIST ANY PERTINENT FACTS THAT SHOULD BE KNOWN ABOUT THE EMPLOYEE, OR HIS / HER DEVELOPMENT. LIST ANY SPECIAL SKILLS, TALENTS, OR TRAINING. LIST ANY INCIDENTS NOT COVERED ON THIS FORM OF OUTSTANDING PERFORMANCE, OR ANY CRITICAL INCIDENTS THAT MERIT SPECIAL ATTENTION:

Sgt. Kaaan Helps me more with my Duties and Responsibility than any other Supervisor and does it willingly

* Excellent Trainer

REVIEW OF PERFORMANCE IMPROVEMENTS

PLEASE LIST ALL BEHAVIORS FROM THE LAST PERFORMANCE EVALUATION SESSION THAT WERE DESIGNATED AS AREAS FOR IMPROVEMENT. PROVIDE SPECIFIC INFORMATION ABOUT THE STEPS TAKEN AND PROGRESS MADE FOR IMPROVEMENT:

==

RATER'S EVALUATION FOR PROMOTION AND / OR SERVICE IN POSITIONS OF GREATER RESPONSIBILITY

- [x] AMONG THE BEST
- [ ] FULLY CAPABLE
- [ ] MARGINAL

LIST THREE POSITIONS IN WHICH THE OFFICER COULD BEST SERVE THIS DEPARTMENT AT HIS / HER CURRENT OR NEXT HIGHER RANK:

1. Operational LT.
2. ADministrative LT
3. Training Director

SENIOR RATER EVALUATION

NARRATIVE / BULLET COMMENTS:

SGT. KARAM IS A VALUED MEMBER OF OUR SUPERVISORY STAFF. HIS LEADERSHIP, TRAINING AND SITUATIONAL SKILLS, (HANDLING PROBLEMS) ARE ASSETS THAT ARE DEPENDED ON DAILY. HE ACCEPTS TASKS AND FORMULATES A PLAN TO ENSURE SUCESSFUL COMPLETION. MY ONLY CONCERN FOR SGT. KARAM IS THAT IN HIS WHOLE-HEARTED PERSISTENCE TO ACHIEVE NEW GOALS AND OBJECTIVES OF THE BUREAU HE IS OFTEN TIMES FRUSTRATED BY BARRIERS TO WHICH THERE ARE MANY DYNAMICS. I DO NOT WANT TO SEE SGT. KARAM YIELD TO THESE FRUSTRATIONS BY BURNING-OUT, LOSING HIS PRO-ACTIVE ATTITUDE OR SEEKING A CAREER CHANGE. HE IS AN INTEGRAL PART TO THE EFFICIENCY OF OUR OPERATION. UNDERSTANDING THAT PERSISTENCE AND PATIENCE, ALTHOUGH ADVERSARY IN NATURE ARE ESSENTIAL ATTRIBUTES THAT WE MUST ALL UTILIZE, WILL AID IN ACHIEVING OUR LONG RANGE GOALS. (DW)

OVERALL PERFORMANCE

- ☐ 1 SUCCESSFUL
- ☑ 2 SUCCESSFUL
- ☐ 3 SUCCESSFUL
- ☐ 4 FAIR
- ☐ 5 POOR

OVERALL POTENTIAL FOR PROMOTION AND/OR SERVICE IN POSITIONS OF GREATER RESPONSIBILITY

- ☑ 1 SUPERIOR
- ☐ 2 SUPERIOR
- ☐ 3 SUPERIOR
- ☐ 4 FAIR
- ☐ 5 POOR

TOTAL HOURS SICK TIME USAGE DURING EVALUATION PERIOD: 6½ DAYS

NUMBER OF SICK TIME USAGE PATTERNS DURING EVALUATION PERIOD: 3 (DW) ~~6~~ - PATTERNS

NUMBER OF OCCASIONS TARDY DURING EVALUATION PERIOD: N/A

TOTAL HOURS/MINUTES TARDY DURING EVALUATION PERIOD: N/A

Rensselaer County Corrections Bureau
Supervisory Performance Evaluation Report

Part I - Administrative Data

a. Employee Name (Last, First, Middle Initial) KARAM, JAMES | b. Social Security Number [redacted] | c. Date of Hire 20 AUG 88 | d. Shift C-LINE

e. Bureau CORRECTIONS | f. Title/Rank SERGEANT | g. Date of Rank 19 JUL 93 | h. Time Period of Evaluation FROM 02 MAY 98 TO 02 OCT 98

Type of Report: [X] Annual [ ] Change of Rater [ ] Relief for Cause

Part II - Authentication

a. Rater's Name (Last, First, Middle Initial) SMITH, HAROLD | Social Security Number [redacted] | Rater's Signature Lt. H Smith

Title/Rank LIEUTENANT | Duty Assignment OPERATIONS LIEUTENANT | Date 10/7/98

b. Senior Rater's Name (Last, First, Middle) HETMAN, DAVID | Social Security Number [redacted] | Senior Rater's Signature Lt. David Hetman | Date 10/19/98

Title/Rank LIEUTENANT | Duty Assignment ADMINISTRATIVE LIEUTENANT | Employee's Signature Sgt. J Karam 3002

c. Rated Employee: I understand that my signature does not constitute agreement or disagreement with the evaluation of the Rater and Senior Rater. | Date 11/30/98

d. Reviewer's Name (Last, First, Middle) LOVERIDGE, ROBERT | Social Security Number [redacted] | Reviewer's Signature [signature] | Date 3/29/99

Title/Rank COLONEL | Duty Assignment FACILITY SUPERINTENDENT

[✓] Concur with Rater & Senior Rater Evaluation [ ] Non-concur with Rater & Senior Rater Evaluation

Counseling Dates | INITIAL | FOLLOW-UP | FOLLOW-UP | FOLLOW-UP

Additional Duties: Instructor, Firearms Instructor, Hearing Officer, Grievance Coordinator, Asst. Quartermaster

Positions Held during the Rating Period:

POSITION	LENGTH HELD / %
WATCH COMMANDER	100 %
SHIFT SUPERVISOR ONE	___ %
SHIFT SUPERVISOR TWO	___ %

Other, Specify: ____________

EVALUATION PURPOSE

This evaluation contains key job behvaiors that have been reported as critical for assessing the contributions and performance of the CORRECTIONAL SUPERVISOR to the effectiveness and effeciency of the services provided by the Rensselaer County Sheriff's Department, Corrections Bureau.

EVALUATION RATING SCALE

A	Represents "Almost Always"	or	95% to 100%
B	Represents "Frequently"	or	85% to 94%
C	Represents "Sometimes"	or	75% to 84%
D	Represents "Seldom"	or	65% to 74%
E	Represents "Almost Never"	or	0% to 64%

AREA OF EMPHASIS 1.0 ҀTING AS A LEADER / DECISION MAKER

SPECIFIC PERFORMANCE STANDARD

		SCORE				
		100-95% A	94-85% B	84-75% C	74-65% D	64-0% E
1.1	THE SUPERVISOR ENSURES THAT ALL CRITICAL POSTS ARE COVERED DURING AN EMERGENCY.	(A)	B	C	D	E
1.2	THE SUPERVISOR SETS AN EXAMPLE FOR SUBORDINATES BY COMING TO WORK ON TIME, MEETING DEADLINES, AND NOT ABUSING BREAKS.	A	(B)	C	D	E
1.3	THE SUPERVISOR MAINTAINS A PROFESSIONAL APPEARANCE AND ATTITUDE AT ALL TIMES.	(A)	B	C	D	E
1.4	IN AN EMERGENCY, THE SUPERVISOR TAKES ACTION TO ADDRESS THE EMERGENCY, ADVISES HIS/HER SUPERIOR, PROTECTS EVIDENCE, STAYS CALM, AND FOLLOWS APPROPRIATE RULES.	(A)	B	C	D	E
1.5	THE SUPERVISOR DIRECTS THE USE OF FORCE ONLY WHEN A INMATE DISTURBANCE WARRANTS IT.	(A)	B	C	D	E
1.6	THE SUPERVISOR FORMALLY DISCIPLINES STAFF MEMBERS ONLY IN PRIVATE.	(A)	B	C	D	E
1.7	THE SUPERVISOR, WHEN APPROPRIATE, ISSUES VERBAL WARNINGS AND EXPLAINS ACCEPTABLE BEHAVIOR BEFORE WRITING UP STAFF MEMBERS FOR UNACCEPTABLE BEHAVIOR.	(A)	B	C	D	E
1.8	THE SUPERVISOR ENFORCE RULES, REGULATIONS & PROCEDURES WITHOUT FAVORITISM.	(A)	B	C	D	E
1.9	THE SUPERVISOR DOES NOT IGNORE STAFF MEMBER'S BEHAVIOR WHICH VIOLATES THE RULES.	(A)	B	C	D	E
1.10	THE SUPERVISOR, WHEN ISSUING ORDERS AND MAKING REQUESTS, ENSURES THAT THE INSTRUCTIONS ARE CLEAR, SPECIFIC AND UNDERSTOOD.	(A)	B	C	D	E
1.11	THE SUPERVISOR TAKES RESPONSIBILITY FOR HIS/HER DECISIONS AS WELL AS THOSE OF THEIR SUBORDINATES.	(A)	B	C	D	E
1.12	THE SUPERVISOR RECOGNIZES SITUATIONS WHERE DIRECT ORDERS ARE MORE APPROPRIATE THAN GROUP DECISION MAKING.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "ACTING A S A LEADER / DECISION MAKER":

Sgt. Karam is A Take Charge Leader who makes good Decisions even on the Spur of the moment and Does it without Hesitation

AREA OF EMPHASIS 2.0 ANTICIPATING INSTITUTIONAL PROBLEMS

SPECIFIC PERFORMANCE STANDARD

		SCORE				
		100-95% A	94-85% B	84-75% C	74-65% D	64-0% E
2.1	THE SUPERVISOR INSPECTS AREAS OF THE FACILITY FOR SAFETY AND SECURITY IN ACCORDANCE WITH P & P COMMENSURATE TO THEIR RANK AND TITLE.	(A)	B	C	D	E
2.2	THE SUPERVISOR ANTICIPATES SCHEDULING PROBLEMS AND ACTS TO SOLVE THEM.	(A)	B	C	D	E
2.3	THE SUPERVISOR CONDUCTS / PARTICIPATES IN ROLL-CALL IN AN ACTIVE, PARTICIPATIVE MANNER.	(A)	B	C	D	E
2.4	THE SUPERVISOR BRIEFS STAFF IN ADVANCE ON THE HANDLING OF POTENTIALLY DIFFICULT INCIDENTS OR INMATES.	(A)	B	C	D	E
2.5	THE SUPERVISOR ENSURES HE/SHE CAN BE EASILY REACHED AT ANY TIME DURING THEIR SHIFT.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "ANTICIPAT''G INSTITUTIONAL PROBLEMS":

Always pro-Active

AREA OF EMPHASIS 3.0 ACTING AS A MEDIATOR / NEGOTIATOR

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
3.1	THE SUPERVISOR SPEAKS CALMLY TO DEFUSE THE ANGER OF IRATE INMATES OR OFFICERS.	(A)	B	C	D	E
3.2	THE SUPERVISOR IS CAREFUL TO GUARD AGAINST INJURY TO STAFF OR INMATES WHEN DEALING WITH VOLATILE INMATES.	(A)	B	C	D	E
3.3	THE SUPERVISOR LISTENS TO SUBORDINATE COMPLAINTS OR PROBLEMS WITH CO-WORKERS AND SUGGESTS ALTERNATIVES TO RESOLVE THEM.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "ACTING AS A MEDIATOR / NEGOTIATOR":

One of the Best Communicating Supervisors I Have Worked with

AREA OF EMPHASIS 4.0 SUPERVISING IN A FLEXIBLE MANNER

SPECIFIC PERFORMANCE STANDARD

		SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
4.1	THE SUPERVISOR SUPPORTS THE APPROPRIATE EFFORTS OF HIS/HER SUPERIORS BY REFRAINING FROM CRITICIZING THEM IN THE PRESENCE OF SUBORDINATES OR INMATES.	(A)	B	C	D	E
4.2	THE SUPERVISOR IDENTIFIES OFFICER WORK RELATED DEFICIENCIES AND TAKES ACTION (E.G., TRAINING) TO CORRECT THEM.	(A)	B	C	D	E
4.3	THE SUPERVISOR VISITS THE POD IN ACCORDANCE WITH P & P TO LOOK FOR TENSION, OR SIGNS OF DISREPAIR. POD VISITS ARE LOGGED IN THE POD LOGBOOK BY THE SUPERVISOR.	(A)	B	C	D	E
4.4	THE SUPERVISOR FOLLOWS THROUGH ON PROMISES MADE TO STAFF MEMBERS.	(A)	B	C	D	E
4.5	THE SUPERVISOR USES A VARIETY OF TECHNIQUES (E.G., VERBAL, WRITTEN COMMENDATIONS) TO COMPLIMENT SUBORDINATES FOR EXCEPTIONAL JOB PERFORMANCE.	(A)	B	C	D	E
4.6	THE SUPERVISOR USES CONSTRUCTIVE CRITICISM IN DISCUSSIONS WITH STAFF ABOUT INAPPROPRIATE BEHAVIOR.	(A)	B	C	D	E
4.7	THE SUPERVISOR REFRAINS FROM INTERVENING IN SITUATIONS WHICH SUBORDINATES HAVE UNDER CONTROL AND ARE HANDLING PROPERLY.	(A)	B	C	D	E
4.8	THE SUPERVISOR GIVES SUPPORT TO STAFF WHEN THEY ARE DEALING WITH UNRULY INMATES.	(A)	B	C	D	E
4.9	THE SUPERVISOR REGULARLY REITERATES EXPECTATIONS FOR BEHAVIOR TO OFFICERS.	(A)	B	C	D	E
4.10	THE SUPERVISOR INVESTIGATES REPORTS AND TAKES ACTION IN RESPONSE TO ALL COMPLAINTS ABOUT RACIAL AND SEXUAL HARASSMENT.	(A)	B	C	D	E

SPECIFIC PERFORMANCE STANDARD	SCORE 100-95%	94-	84-75%	74-65%	64-0%
4.11 THE SUPERVISOR FOLLOWS AND ENFORCES P & P, RULES AND REGULATIONS OF THE FACILITY.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "SUPERVISING IN A FLEXIBLE MANNER":

Good Supervisory traits

AREA OF EMPHASIS 5.0 PERFORMING ADMINISTRATIVE AND ROUTINE SUPERVISORY TASKS

SPECIFIC PERFORMANCE STANDARDS	SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
5.1 WHEN WRITING REPORTS, THE SUPERVISOR CITES THE PERTINENT PROCEDURES , POLICIES, RULES, AND REGULATIONS. CONSTRUCTS THE REPORT IN A CLEAR AND CONCISE MANNER.	(A)	B	C	D	E
5.2 THE SUPERVISOR OBSERVES, ENFORCES, AND FOLLOWS THE CHAIN OF COMMAND.	(A)	B	C	D	E
5.3 THE SUPERVISOR COMMUNICATES IMPORTANT INFORMATION TO THE NEXT SHIFT'S SUPERVISORY STAFF.	(A)	B	C	D	E
5.4 THE SUPERVISOR ACKNOWLEDGES AND INVESTIGATES INMATE, PUBLIC AND DEPARTMENTAL COMPLAINTS ABOUT SUBORDINATES.	(A)	B	C	D	E
5.5 THE SUPERVISOR RELAYS IMPORTANT INFORMATION ABOUT INMATES TO THE OFFICERS THAT SUPERVISE THEM.	(A)	B	C	D	E
5.6 THE SUPERVISOR ENSURES THAT OFFICER'S PAPERWORK / REPORTS CONFORM TO P & P, ARE ACCURATE, COMPLETE, WELL-ORGANIZED AND ARE COMPLETED ON TIME.	(A)	B	C	D	E
5.7 WHEN CONDUCTING PERFORMANCE EVALUATIONS, THE SUPERVISOR THOROUGHLY DOCUMENTS BOTH EFFECTIVE & INEFFECTIVE BEHAVIOR OF OFFICERS.	(A)	B	C	D	E
5.8 THE SUPERVISOR EXAMINES LOG BOOKS FOR ERRORS AND OMISSIONS, AS WELL AS BEING LEGIBLE AND COMPLETE.	(A)	B	C	D	E
5.9 WHEN TOLD OF A DEADLINE, THE SUPERVISOR IS PUNCTUAL IN MEETING IT.	(A)	B	C	D	E
5.10 THE SUPERVISOR EFFECTIVELY USES ROLL-CALL TO PROVIDE IMPORTANT INFORMATION TO OFFICERS CONCERNING FACILITY OPERATION, CHANGES IN P & P, CHANGES IN THE LAW, TRAINING, ETC.	(A)	B	C	D	E
5.11 THE SUPERVISOR SYSTEMATICALLY OBSERVES WORK PERFORMANCE FOR THE PURPOSE OF EVALUATING SUBORDINATE EFFECTIVENESS.	(A)	B	C	D	E
5.12 THE SUPERVISOR MAINTAINS CONFIDENTIALITY ABOUT STAFF AND PERSONNEL PROBLEMS.	(A)	B	C	D	E
5.13 THE SUPERVISOR CONDUCTS DAILY INSPECTIONS OF HIS / HER AREAS OF RESPONSIBILITY.	(A)	B	C	D	E
5.14 THE SUPERVISOR PERFORMS HIS/HER ADDITIONAL DUTY IN A PROFESSIONAL MANNER, MEETING ALL DEADLINES.	(A)	B	C	D	E
5.15 THE SUPERVISOR ENSURES ALL APPROPRIATE FORMS / REPORTS ARE FORWARDED TO HIGHER AS NECESSARY.	A	(B)	C	D	E

SPECIFIC PERFORMANCE STANDARD	SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
5.16 THE SUPERVISOR ENSURES THAT ALL INCIDENTS, STAFF INJURIES, AND REPORTABLE INCIDENTS ARE IMMEDIATELY DOCUMENTED AND THE APPROPRIATE COMMAND PERSONNEL ARE NOTIFIED.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "PERFORMING ADMINISTRATIVE AND ROUTINE SUPERVISORY TASKS":

Excellent Administrative Qualities

AREA OF EMPHASIS 6.0 SUPERVISION AND CARE OF INMATES

SPECIFIC PERFORMANCE STANDARD	SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
6.1 THE SUPERVISOR FOLLOWS THROUGH ON PROMISES TO THE INMATES.	(A)	B	C	D	E
6.2 THE SUPERVISOR TREATS ALL INMATES WITH EQUITY AND CONSISTENCY.	(A)	B	C	D	E
6.3 THE SUPERVISOR USES RESPECTFUL LANGUAGE WHEN CONVERSING WITH OFFICERS AND INMATES.	(A)	B	C	D	E
6.4 THE SUPERVISOR, WHEN APPROPRIATE, COUNSELS INMATES IN PRIVATE.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON " SUPERVISION AND CARE OF INMATES":

Firm & Fair always treats inmates Equally

AREA OF EMPHASIS 7.0 PRESENTING AND MAINTAINING A PROFESSIONAL APPEARANCE & ATTENDANCE

SPECIFIC PERFORMANCE STANDARD	SCORE 100-95%	94-85%	84-75%	74-65%	64-0%
7.1 THE SUPERVISOR, WHEN IN A DUTY STATUS OR OUT IN PUBLIC IN UNIFORM, REMAINS IN COMPLETE UNIFORM.	(A)	B	C	D	E
7.2 THE SUPERVISOR'S UNIFORM & APPEARANCE IS ALWAYS CLEAN, COMPLETE, & SETS THE EXAMPLE FOR THOSE AROUND HIM / HER.	A	(B)	C	D	E
7.3 THE SUPERVISOR IS RESPECTFUL OF SENIOR COMMAND PERSONNEL AND RENDERS APPROPRIATE COURTESIES.	(A)	B	C	D	E
7.4 THE SUPERVISOR IS ON TIME FOR DUTY ASSIGNMENTS.	A	(B)	C	D	E
7.5 THE SUPERVISOR IS PRESENT FOR SCHEDULED SHIFT WORK, UNLESS ON VACATION, OR OTHER LEAVES OTHER THAN SICK LEAVE.	(A)	B	C	D	E

SPECIFIC BULLET COMMENTS ON "PERSONAL APPEARANCE AND ATTENDANCE":

Needs to Shave Daily

PERFORMANCE DEVELOPMENT

IN THIS SECTION, LIST THOSE BEHAVIORS (BE SPECIFIC BY NUMBER AND ITEM) FOR WHICH THE EMPLOYEE WAS EVALUATED AS PERFORMING 84% OR LESS OF THE TIME (BEHAVIORS FOR WHICH THE EMPLOYEE RECEIVED A RATING OF C, D, OR E.)

FUTURE PERFORMANCE OBJECTIVES

IN THIS SECTION, LIST SPECIFIC OBJECTIVES TO IMPROVE THE BEHAVIORS LISTED ABOVE DURING THE NEXT RATING PERIOD:

GENERAL COMMENTS

IN THIS SECTION, LIST ANY PERTINENT FACTS THAT SHOULD BE KNOWN ABOUT THE EMPLOYEE, OR HIS / HER DEVELOPMENT. LIST ANY SPECIAL SKILLS, TALENTS, OR TRAINING. LIST ANY INCIDENTS NOT COVERED ON THIS FORM OF OUTSTANDING PERFORMANCE, OR ANY CRITICAL INCIDENTS THAT MERIT SPECIAL ATTENTION:

Sgt. Karam is the person I Rely on most
He takes on more testing tasks than any other
Supervisor and is one of the Best Trainers
in the Department
A Born leader

REVIEW OF PERFORMANCE IMPROVEMENTS

PLEASE LIST ALL BEHAVIORS FROM THE LAST PERFORMANCE EVALUATION SESSION THAT WERE DESIGNATED AS AREAS FOR IMPROVEMENT. PROVIDE SPECIFIC INFORMATION ABOUT THE STEPS TAKEN AND PROGRESS MADE FOR IMPROVEMENT:

RATER'S EVALUATION
FOR
PROMOTION AND / OR SERVICE IN POSITIONS OF GREATER RESPONSIBILITY

- [x] AMONG THE BEST
- [ ] FULLY CAPABLE
- [ ] MARGINAL

LIST THREE POSITIONS IN WHICH THE OFFICER COULD BEST SERVE THIS DEPARTMENT AT HIS / HER CURRENT OR NEXT HIGHER RANK:

1. Lieutenant Operations
2. Training Director
3. Security Sgt.

SENIOR RATER EVALUATION

NARRATIVE / BULLET COMMENTS:

AS DOCUMENTED IN THE 10/97 THRU 5/98 EVALUATION PERIOD, SGT. KARAM CONTINUES TO BE A VALUED RESOURCE BOTH IN HIS ABILITY TO MANAGE/SUPERVISE HIS ASSIGNED SHIFT AND THROUGH HIS USE AS AN INSTRUCTOR IN PROVIDING NECESSARY AND/OR MANDATED DEPARTMENTAL TRAINING. SGT. KARAM CONTINUES TO EXCEL AT SOLVING PROBLEMS OR COMPLETING TASKS AS DELEGATED. I ENCOURAGE SGT. KARAM TO MAINTAIN A POSITIVE ATTITUDE AND TO NOT BE DISCOURAGED WHEN OBJECTIVES OR GOALS ARE NOT MET IN AS TIMELY A MANNER AS WE WISH THEY COULD BE. (DW)

OVERALL PERFORMANCE

- ☐ 1 SUCCESSFUL
- ☒ 2 SUCCESSFUL
- ☐ 3 SUCCESSFUL
- ☐ 4 FAIR
- ☐ 5 POOR

OVERALL POTENTIAL FOR PROMOTION AND/OR SERVICE IN POSITIONS OF GREATER RESPONSIBILITY

- ☒ 1 SUPERIOR
- ☐ 2 SUPERIOR
- ☐ 3 SUPERIOR
- ☐ 4 FAIR
- ☐ 5 POOR

TOTAL HOURS SICK TIME USAGE DURING EVALUATION PERIOD: (3) DAYS SICK

NUMBER OF SICK TIME USAGE PATTERNS DURING EVALUATION PERIOD: —

NUMBER OF OCCASIONS TARDY DURING EVALUATION PERIOD: —

TOTAL HOURS/MINUTES TARDY DURING EVALUATION PERIOD: —

RENSSELAER COUNTY CORRECTIONS BUREAU
UNIFORMED SUPERVISOR

STANDARDIZED PERFORMANCE APPRAISAL SYSTEM

PART I – ADMINISTRATIVE

a. Employee Name (Last, First, Middle)	b. Social Security Number		c. Date of Hire
KARAM, JAMES	[redacted]		8/20/88
d. Job Title: FIRST SERGEANT TRAINING DIRECTOR	e. Time Period of Appraisal FROM: 31 MAR 01	TO: 28 SEP 01	
f. Type of Appraisal: [X] SEMI-ANNUAL	[ ] CHANGE OF RATER	[ ] RELIEF FOR CAUSE	

PART II – AUTHENTICATION

a. Rater's Name (Last, First, Middle): HIGGITT, PAUL J.	Social Security Number: [redacted]	Rater's Signature: Paul J. Higgitt Jr
Title/Duty Assignment: ADMINISTRATIVE LIEUTENANT		Date: 31 DEC 01
b. Rated Employee : I understand that my signature does not constitute agreement or disagreement with the evaluation of the Rater and Reviewers.		Employee's Signature: James Karam
		Date: 3/5/02
b. 1st Line Reviewer (Last, First, Middle): HETMAN, DAVID	Social Security Number	Reviewer's Signature: Lt. David Het[illegible]
Title/Duty Assignment: PROGRAMS LIEUTENANT		Date: 1/05/02
c. 2nd Line Reviewer (Last, First, Middle): SMITH, HAROLD	Social Security Number	Reviewer's Signature: LT [illegible]
Title/Duty Assignment: OPERATIONS LIEUTENANT		Date: 2/26/02

COORDINATING INSTRUCTIONS

This standardized performance appraisal has been developed for Uniformed Supervisors of the Corrections Bureau. It shall be instituted utilizing the following guidelines:

1. All Uniformed Supervisors will be appraised by their immediate Supervisor.
2. The Supervisor will schedule an appointment with the Supervisor to be appraised prior to completing the evaluation form. Both the Rating Supervisor and the Supervisor will review and discuss the format and the evaluation together. This allows both individuals to discuss the guidelines and affords the Rating Supervisor the opportunity to coach/counsel the Supervisor.
3. The Rating Supervisor must view each category of evaluation separately and compare the performance of the Supervisor to the standardized guidelines.
4. All ratings shall be reviewed by the next two [2] levels above the rater. The review will be done prior to being signed by the Supervisor.
5. Evaluations will be completed on a semi-annual basis and/or prior to promotion or transfer.

RATING SCALE

NOT ACCEPTABLE PERFORMANCE			ACCEPTABLE PERFORMANCE			SUPERIOR PERFORMANCE
1	2	3	4	5	6	7

NOT ACCEPTABLE PERFORMANCE			ACCEPTABLE PERFORMANCE			SUPERIOR PERFORMANCE
1	2	3	4	5	6	7

I. KNOWLEDGE — **RATING (Circle Appropriate Rating)**

1.	Policies and Procedures (Emphasis on Security, Inmates and Policies specific to their area of responsibility)	1	2	3	4	5	6	(7)
2.	Assigned Duties (Knowledge, Skills, and Abilities)	1	2	3	4	5	6	(7)

COMMENTS:
JIMMY IS A KNOWLEDGABLE LEADER WHO IS WELL VERSED IN DEPARTMENTAL POLICIES AND PROCEDURES.

II. PRODUCTIVITY — **RATING (Circle Appropriate Rating)**

3.	Problem Solving	1	2	3	4	5	(6)	7
4.	Self-Initiated Activity	1	2	3	4	5	6	(7)
5.	Safety Procedures	1	2	3	4	5	(6)	7

COMMENTS:
1SG KARAM IS A VERY PRODUCTIVE EMPLOYEE WHO CONTINUALLY TAKES THE INITIATIVE.

III. COMMUNICATION — **RATING (Circle Appropriate Rating)**

6.	Oral Expression	1	2	3	4	5	(6)	7
7.	Written Expression	1	2	3	4	5	(6)	7
8.	Timeliness	1	2	3	4	5	(6)	7
9.	Accuracy	1	2	3	4	5	(6)	7

COMMENTS:
1SG KARAM EXCELS AT WRITTEN AND ORAL EXPRESSION.

IV. ATTITUDE — **RATING (Circle Appropriate Rating)**

10.	View of Job Assignment	1	2	3	4	5	6	(7)
11.	Acceptance of Criticism	1	2	3	4	(5)	6	7
12.	Towards the General Public	1	2	3	4	5	6	(7)
13.	Towards Departmental Members	1	2	3	4	5	(6)	7
14.	Towards Inmates	1	2	3	4	5	(6)	7

COMMENTS:
1SG KARAM DISPLAYS A POSITIVE ATTITUDE AND TAKES HIS JOB SERIOUSLY ON A DAILY BASIS.

NOT ACCEPTABLE PERFORMANCE			ACCEPTABLE PERFORMANCE			SUPERIOR PERFORMANCE
1	2	3	4	5	6	7

V. RESPONSIBILITY & ACCOUNTABILITY — RATING (Circle Appropriate Rating)

No.	Item							
15.	Care and Maintenance (Emphasis on Equipment & Facilities)	1	2	3	4	5	**(6)**	7
16.	Employee and Equipment Safety	1	2	3	4	5	**(6)**	7
17.	Accountability (Emphasis on Equipment, Supplies & Funds)	1	2	3	4	5	**(6)**	7
18.	Takes Responsibility for Actions (Good, Bad, Right & Wrong)	1	2	3	4	5	**(6)**	7

COMMENTS:
ISG KARAM IS A RESPONSIBLE EMPLOYEE WHO TAKES ACCOUNTABILITY FOR HIS ACTIONS. HIS EMPHASIS ON SAFETY WAS APPARENT BY HIS WORK ON OSHA/PESH ISSUES.

VI. COMPETENCE — RATING (Circle Appropriate Rating)

No.	Item							
19.	Job Proficiency	1	2	3	4	5	6	**(7)**
20.	Technical Knowledge, Skills, and Abilities	1	2	3	4	5	6	**(7)**
21.	Displays Sound Judgment	1	2	3	4	5	**(6)**	7
22.	Accomplishes Tasks to the Fullest Capacity	1	2	3	4	5	6	**(7)**

COMMENTS:
ISG KARAM TAKES THE TRAINING DIRECTOR'S JOB SERIOUSLY AND ACCOMPLISHES TASKS TO THE BEST OF HIS ABILITY.

VII. GENERAL — RATING (Circle Appropriate Rating)

No.	Item							
23.	Appearance: Uniform and Clothing	1	2	3	4	5	**(6)**	7
24.	Appearance: Grooming	1	2	3	4	5	6	**(7)**
25.	Attendance: Tardiness	1	2	3	4	5	**(6)**	7
26.	Attendance: Sick Leave	1	2	3	4	**(5)**	6	7

COMMENTS:
ISG KARAM SETS A PROFESSIONAL STANDARD FOR OTHER EMPLOYEES TO EMULATE.

VIII. PERFORMANCE — RATING (Circle Appropriate Rating)

No.	Item							
27.	Non-Stress Conditions	1	2	3	4	5	**(6)**	7
28.	Stress Conditions	1	2	3	4	5	**(6)**	7
29.	Equipment Knowledge/Use	1	2	3	4	5	6	**(7)**
30.	Inter-Personal Transaction Skills	1	2	3	4	5	6	**(7)**
31.	Planning & Organization	1	2	3	4	5	**(6)**	7

COMMENTS:
ISG KARAM PERFORMS WELL UNDER NORMAL AND STRESS CONDITIONS.

IX. SUPERVISORY SKILLS

RATING rcle Appropriate Rating)

No.	Item	1	2	3	4	5	6	7
32.	Ensures that all critical posts are manned during emergencies.	1	2	3	4	5	(6)	7
33.	Directs the Use of Force only when an inmate disturbance warrants it.	1	2	3	4	5	(6)	7
34.	Enforces Rules & Regulations, Procedures without favoritism.	1	2	3	4	5	6	(7)
35.	Does not ignore staff member behavior when its violates rules.	1	2	3	4	(5)	6	7
36.	Issues instructions that are clear, specific and understood.	1	2	3	4	5	(6)	7
37.	Takes responsibility for his/her decisions as well as that of his/her subordinates.	1	2	3	4	5	(6)	7
38.	Participates in Roll-Call in an active, participative manner.	1	2	3	(4)	5	6	7
39	Regularly reiterates expectations for behavior of staff members.	1	2	3	4	(5)	6	7
40.	Follows and enforces P & P, rules, and regulations of the facility.	1	2	3	4	5	6	(7)
41.	Observes Enforces and Follows the Chain of Command.	1	2	3	4	(5)	6	7
42.	Examines Logbooks for errors and omissions as well as legible and complete.	1	2	3	(4)	5	6	7
43.	Conducts daily inspections of his/her area of responsibility.	1	2	3	4	(5)	6	7
44.	Ensures all appropriate forms and reports are completed and forwarded to Highers as necessary.	1	2	3	4	5	(6)	7
45.	Ensures that all incidents, staff injuries, and reportable incidents are immediately documented and the appropriate command staff is notified.	1	2	3	4	5	(6)	7
46.	Uses respectable language when conversing with staff and inmates.	1	2	3	4	5	(6)	7
47.	Respectful of Senior Command Staff and renders appropriate courtesies.	1	2	3	4	(5)	6	7
48.	Treats all staff members with equity and consistency.	1	2	3	(4)	5	6	7
49.	Systematically observes work performance of subordinates for the purpose of effectiveness and performance evaluations.	1	2	3	(4)	5	6	7
50.	Maintains confidentiality about staff and personnel problems.	1	2	3	4	5	(6)	7

COMMENTS:

1SG KARAM IS AN ABOVE AVERAGE SUPERVISOR WHO SHOULD SEEK POSITIONS OF GREATER RESPONSIBILITY AND RANK.

AREAS OF MOST ACCEPTABLE PERFORMANCE (SPECIFY):

JIMMY DID A FINE JOB WITH TRAINING — ACCOMPLISHING WHAT COULD BE DONE WITH A LIMITED STAFF.

AREAS WHERE IMPROVEMENT II ERFORMANCE IS NECESSARY OR PC BLE
(EVEN IF CURRENTLY ACCEPTABLE) SPECIFY:

1SG KARAM NEEDS TO WORK AT PUTTING ANY PROFESSIONAL DIFFERENCES WITH OTHER STAFF TO THE SIDE AND USE HIS INFLUENCE AND KNOWLEDGE TO GUIDE ALL STAFF IN THE RIGHT DIRECTION.

ADDITIONAL COMMENTS:

PERFORMANCE EVALUATION
COMMAND REVIEW

	SUBJECT AREA/CATEGORIES	RATER'S SCORE	1ST LINE REVIEW AGREE	1ST LINE REVIEW DISAGREE	1ST LINE REVIEW SCORE	2ND LINE REVIEW AGREE	2ND LINE REVIEW DISAGREE	2ND LINE REVIEW SCORE
1.	Policies & Procedures	7	[ ]	[ ]	7	[✓]	[ ]	
2.	Assigned Duties	7	[ ]	[ ]	7	[✓]	[ ]	
3.	Problem Solving	6	[ ]	[ ]	6	[✓]	[ ]	
4.	Self-Initiated Activity	7	[ ]	[ ]	7	[✓]	[ ]	
5.	Safety Procedures	6	[ ]	[ ]	6	[✓]	[ ]	
6.	Oral Expression	6	[ ]	[ ]	6	[✓]	[ ]	
7.	Written Expression	6	[ ]	[ ]	6	[✓]	[ ]	
8.	Timeliness	6	[ ]	[ ]	6	[✓]	[ ]	
9.	Accuracy	6	[ ]	[ ]	6	[✓]	[ ]	
10.	View of Job Assignment	7	[ ]	[ ]	7	[✓]	[ ]	
11.	Acceptance of criticism	5	[ ]	[ ]	5	[✓]	[ ]	
12.	General Public	7	[ ]	[ ]	7	[✓]	[ ]	
13.	Departmental Members	6	[ ]	[ ]	6	[✓]	[ ]	
14.	Inmates	6	[ ]	[ ]	6	[✓]	[ ]	
15.	Care & Maintenance	6	[ ]	[ ]	6	[ ]	[✓]	7
16.	Employee & Equipment Safety	6	[ ]	[ ]	6	[ ]	[✓]	7
17.	Accountability	6	[ ]	[ ]	6	[ ]	[✓]	7
18.	Takes Responsibility for Actions	6	[ ]	[ ]	6	[✓]	[ ]	
19.	Job Proficiency	7	[ ]	[ ]	7	[✓]	[ ]	
20.	Technical Knowledge, Skills	7	[ ]	[ ]	7	[✓]	[ ]	
21.	Sound Judgment	6	[ ]	[ ]	6	[✓]	[ ]	
22.	Accomplishes Tasks	7	[ ]	[ ]	7	[✓]	[ ]	
23.	Appearance, Uniform & Clothing	6	[ ]	[ ]	6	[✓]	[ ]	
24.	Appearance, Grooming	7	[ ]	[ ]	7	[✓]	[ ]	
25.	Attendance, Tardiness	6	[ ]	[ ]	6	[✓]	[ ]	
26.	Attendance, Sick Leave	5	[ ]	[ ]	5	[✓]	[ ]	
27.	Non-Stress Conditions	6	[ ]	[ ]	6	[✓]	[ ]	
28.	Stress Conditions	6	[ ]	[ ]	6	[ ]	[✓]	7
29.	Equipment Knowledge/Use	7	[ ]	[ ]	7	[✓]	[ ]	
30.	Inter-Personal Transaction Skills	7	[ ]	[ ]	7	[✓]	[ ]	
31.	Planning & Organization	6	[ ]	[ ]	6	[✓]	[ ]	
32.	Critical Posts Manned	6	[ ]	[ ]	6	[✓]	[ ]	
33.	Use of Force	6	[ ]	[ ]	6	[ ]	[✓]	7
34.	Enforces Rules, P & P	7	[ ]	[ ]	7	[ ]	[ ]	
35.	Doesn't Ignore Behavior	5	[ ]	[ ]	5	[✓]	[ ]	
36.	Issues Instructions	6	[ ]	[ ]	6	[✓]	[ ]	
37.	Takes Responsibility for Others	6	[ ]	[ ]	6	[✓]	[ ]	
38.	Participates in Roll-Call	4	[ ]	[ ]	4	[✓]	[ ]	
39.	Reiterates Expectations	5	[ ]	[ ]	5	[✓]	[ ]	
40.	Follows & Enforces Rules	7	[ ]	[ ]	7	[✓]	[ ]	
41.	Chain of Command	5	[ ]	[ ]	5	[✓]	[ ]	
42.	Examines Logbooks	4	[ ]	[ ]	4	[✓]	[ ]	
43.	Conducts Inspections	5	[ ]	[ ]	5	[✓]	[ ]	
44.	Completes Forms & Reports	6	[ ]	[ ]	6	[✓]	[ ]	
45.	Incidents Reported Immediately	6	[ ]	[ ]	6	[✓]	[ ]	
46.	Uses Appropriate Language	6	[ ]	[ ]	6	[✓]	[ ]	
47.	Respectful of Senior Staff	5	[ ]	[ ]	5	[✓]	[ ]	
48.	Treats Staff with Equity	4	[ ]	[ ]	4	[ ]	[✓]	5
49.	Observes Work Performance	4	[ ]	[ ]	4	[✓]	[ ]	
50.	Maintains Confidentiality	6	[ ]	[ ]	6	[✓]	[ ]	

INSTRUCTIONS:

Indicate any objections or disagreements in the scoring computed by the Supervisor in the comment section below. Note the specific category number initially and then specify the issues and remarks substantiating the disagreement and scoring change indicated. (32-50 are abbreviated in form).

COMMENTS (1ST LINE REVIEWER

1ST SGT. KARAM IS A VALUED MEMBER OF THE ADMINISTRATIVE TEAM WHO WORKS DILIGENTLY TO SOLVE PROBLEMS AND OVERCOME OBSTACLES AS THEY ARISE. AS NOTED BY LT. HEGGETT, SOLICITING INPUT FROM OTHER STAFF MEMBERS AND THEN MOVING FORWARD WILL FOSTER A MORE SUPPORTIVE ATMOSPHERE.

(DH)

COMMENTS (2ND LINE REVIEWER) 1/Sgt. KARAM is A person who possess sound judgment and uses it to make Decisions. He is not Afraid to take on Any TASK. HE HAS Also increased the Level of Training in the Department. 1/Sgt. KARAM is A person who I Depend on to insure Things get Done when I Am Away From the Facility. HE is Becoming more of A TEAM player.